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Pennsylvania. Governor's
Relief Survey Committee.
Special report Department of
Public Assistance

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SPECIAL REPORT
DEPARTMENT OF PUBLIC ASSISTANCE
COMMONWEALTH OF PENNSYLVANIA
DECEMBER 16, 1937

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GOVERNOR'S RELIEF SURVEY COMMITTEE

State
General Library Bureau
Government Publications Section

Harrisburg, Pa.,
December 16, 1937

Honorable George H. Earle,
Governor, Commonwealth of Pennsylvania,
Harrisburg, Pennsylvania.

Sir:

Complying with your directions of November 16, 1937, appointing us as a special committee, we have made an investigation of the Department of Public Assistance as to its administration and the provision of relief in accordance with the law of the Commonwealth; also to determine if the expenditures of the department will exceed the amount appropriated by the legislature for the biennium ending May 31, 1939 and, if so, the reason therefor.

We met the day following receipt of your instructions and planned as extensive an inquiry as the allotted time would permit.

We appreciate the significance and importance of this survey, as the administration of relief constitutes one of the most important problems confronting Pennsylvania at the present time. Our investigation was conducted with sincerity and thoroughness and the conclusions, based on the findings of the survey, represent our unbiased and impartial opinion.

The investigation embraced the following procedure:

1. Review of personnel questionnaires forwarded to each employee for the purpose of compiling data relative to age, education, experience and personal efficiency (Exhibits 1, 7).
2. (a) Field investigation of relief cases in various counties for the purpose of verifying eligibility of recipients (Exhibit 2, 7).

(b) Analysis of special studies compiled with respect to determination of elapsed time between visits to relief clients (Exhibits 3, 7).
3. Employment of eight public accounting firms, with offices in Pennsylvania, to review accounting systems and financial procedure in the department, the regional offices and certain county relief and categorical assistance offices (Exhibits 4, 7).

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4. Receipt of comments, information and complaints from individuals and organizations through hearings held in the cities of Scranton, Allentown, Philadelphia, Lancaster, Harrisburg, Altoona, Pittsburgh and Erie. Notice of these hearings was conveyed to the public through newspaper announcements. The hearings were not public since it was felt that people would speak more freely if opportunity was given to speak privately to a member of the committee or his representative (Exhibits 5, 7).
5. Compilation of comparative data from statistics relating to relief operations in the states of New York, New Jersey, Massachusetts, Ohio and Illinois (exhibits 6, 7).
6. Personal inspection and review of personnel and working conditions in various county offices by committee members and observers (Exhibit 7.)

The information obtained from the foregoing avenues of inquiry has been carefully reviewed and analyzed. The evidence collected in the time allowed for field investigation work is conclusive. Continued studies would only corroborate our findings.

The Problem

The question we set ourselves to answer is whether, under the law, the department is efficiently and economically giving relief only to those who are eligible, in the degree to which they are eligible for it. Under the law:

"The Department of Public Assistance shall have the power and its duty shall be....(b) To establish, with the approval of the State Board of Public Assistance, rules, regulations and standards, consistent with law, as to eligibility for assistance and as to its nature and extent." (Act 399, Sec. 4 (b))

and

"This act shall be administered by the Department of Public Assistance and the local boards in the several counties of this Commonwealth." (Act 399, Sec. 3)

The question thus becomes one of determining whether the department is administering its own rules and standards of relief efficiently and economically.

Approach

Since the administrations of the categorical assistances, Old Age Pensions, Aid to Dependent Children, and Pensions for the Blind, were not identified with the department until July 1, 1937, and since under the law this administration by local boards con-

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1. *Journal of the American Medical Association*, 1997; 277: 1033-1036.

tinues largely unchanged until January 1, 1938, we restricted our survey to an examination of eight county offices administering these types of assistance and present our findings on them in Exhibit 8, without further comment.

Our report deals principally with general assistance or direct relief. We consider that the present Department of Public Assistance is in every way the successor to the policies and the management of its predecessor organizations dating back to 1932. Upon the general assistance or unemployment relief administration our report and comments are in full.

With more than five years to develop, the department, in our opinion, should by this time exhibit none of the confusion which might be found in a newly established organization or in one dealing with emergency conditions. Unemployment relief has existed for five years and in that time acceptable administrative technique should have been evolved.

Fundamental Function

The fundamental function of the department is the investigation of the relief applicants and the continued reinvestigation of relief recipients by a designated group of departmental employees, not only through direct contact with the recipient, but also through collateral inquiry made in order to verify the recipient's eligibility. The same employees determine the amount of grant within the relief budget standards of the department. The control of the disbursement of unemployment relief is in their hands. The quality and effectiveness of their work measures the quality and effectiveness of the departmental administration.

Findings

We find that the administration of the department is loose and uncontrolled; that there is a confused, if not entirely unsound, concept of its legal purpose; and that it is wasteful not only in what it does but principally in what it lets undone.

Loose Administration

In support of our finding that the department's administration is loose, we point to the following:

A. An intensive study of relief cases conducted in several counties disclosed numerous cases on relief which were ineligible. Details are presented in Exhibit 2.

B. Reports received from 917 of the 2,005 employees of the department who conduct the investigations, stated that the case-loads were too heavy. It is evident that more than 45% of the employees doing the most important work feel that they are not doing an adequate job.

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C. Investigations into failures of relief recipients to report for W. P. A. assignments disclosed persons who had accepted private employment; persons who were in jail; persons receiving grants in excess of W. P. A. wages offered; persons who had left the State; persons who doubted their ability to work, without stating substantial reasons; persons who were too tired, or too susceptible to colds, or just too contented to make a change; most of whom were still receiving grants from the State at the time work was offered and refused. The department's written procedure requires removal from the relief rolls of persons refusing employment unless their reasons are sustained by the review board. In many instances they were continued on the rolls without any action. We find that the handling of such cases is lax, irregular and inept. The simple test of eligibility provided by offer of work on a W. P. A. project discloses in many cases information evidencing ineligibility which the department should have obtained in its routine, periodic contacts with the relief recipient. Numerous instances were disclosed in which no investigations were made by the Department to determine the date the recipient entered private employment so that restitution claims might be filed (Exhibit 9).

D. We found no evidence that the supervisors in charge of interviewers and investigators do any field work in checking original data compiled for relief grants, thus making approval a mere routine, mechanical matter, of no value, open to fraud through collusion of the applicant and the investigator, and providing no check against entry of fictitious names on relief rolls. In one instance relief authorization notices, which constitute the order for the issuance of the relief check, were signed in blank (Exhibit 19).

E. The payment of categorical assistance is not subject to sufficient internal check. Incidental to one phase of the inquiry, we noticed six cases in which persons receiving blind pensions were also receiving old age assistance. These payments occurred over the period June 1936 to November 1937. Restitution claims have been set up in three of the six cases.

We also noted five cases in which checks in payment of old age assistance were returned due to the decease of the recipient, and duplicate payments were later made to next of kin, such as a son and a daughter of the deceased person, both filing claims and receiving payments. Restitution claims have been set up in three of these cases.

The details are submitted upon Exhibit 10.

F. Emergency relief is granted in many instances without sufficient investigation, and in so general a manner that there is strong indication of negligence. As an instance, we cite 181 cases (out of approximately 500 in the district) (Exhibit 11). The applications were made in the early days of November 1937, and emergency relief checks were issued within a few days after the applications were received, without any outside investigations. We are informed that these cases were all employed until October 22; that they had received the semi-monthly pay on October 15; that the employer went into bankruptcy, closed October 22, and the employees' pay was with-

held. To the committee it seems incredible that all of these cases, 60% of which had no prior relief record, would have made so little provision for the future that they would need emergency relief eight or ten days after losing their jobs, and particularly when the amount of their semi-monthly pay check, averaging \$55.33, is considered.

We are also informed that the interviews scheduled in the district office for November 1 and November 4 for the usual applicants were canceled so that the entire force of interviewers was available to handle this unusual influx. The "Case-Histories" on 80 of these cases were out of the files on December 13, 1937, and were not available for inspection by the committee. Presumably they were in the hands of the regular office investigating staff. It is to be noted that more than one month had elapsed between the dates of applications and investigations. There is submitted upon Exhibit 12 the detail of applications classified as emergency and regular and the removal from the rolls for the period October 1 to November 30, 1937. The removals from the rolls during the early days of November approximately balanced the additions. We believe that this indicates laxity, the reason for which is apparent from the following recital of the experience and education of the executive director in charge of this office. We question the judgment of the department's administration which would employ a man with these meagre qualifications and place him in direct charge of a county office having a heavy relief load.

The executive director in charge of this office is 29 years old, receives a salary of \$4,000 per year, and describes his duties as follows:

"I am responsible for the executive direction of the Relief Division activities in the, County Emergency Relief Administration. I estimate relief and administrative needs and submit respective budgets. In addition, I am responsible for local public relations and for relations with local social agencies."

He is a high school graduate, a college graduate with an A. B. degree, and has had two years of social service studies in the Pennsylvania School of Social Work, receiving the degree of M. S. W. He graduated from college in June 1931 and, according to the employment record which he supplied the committee, was employed from February 1932 to December 1932 as a personal and estate guard at an annual salary of \$1200; from December 1932 to October 1934, as a visitor, head of complaint department, and general supervisor in a certain "County Relief Administration," at an annual salary ranging from \$800 to \$1200. He left that position "to further prepare for relief work." In October 1934 he entered the Pennsylvania School of Social Work, and was not otherwise employed until June 1935 when he was employed as a junior supervisor, district supervisor, restitution agent and staff assistant by a different "County Emergency Relief Administration" until October 1936 at annual salaries of \$1500 to \$1920. During this period he was also attending the Pennsylvania School of Social Work in the evening and during his own time, according to his statement. In October 1936 he was employed by the original "County Emergency Relief Administration" in the capacity of assistant county supervisor at \$2160, then as county supervisor, and finally as exec-

utive director, at a salary of \$4,000 per annum.

G. The entire control by the Department of Public Assistance over its county relief operations consists of written directions and procedure supplemented by the consultative, advisory services of 21 staff and filed assistants, whose responsibility is not definitely fixed. The relation of administrative costs to relief disbursements in terms of percentages as a measure of efficiency of executive control appears to have been the basis generally accepted in public discussions of the cost of relief administration. In the adoption of such an approach to the determination of efficiency, the quality of the work becomes secondary to the quantity. If the quality is poor and the work ineffectual, there must of necessity be waste, even though administrative costs may be low in terms of percentage of total relief disbursements. Experience only can provide a reliable standard. The essential work must be done, the quality of the work must be good, responsibility must be definitely fixed, after which the cost can be examined. If the cost seems high by comparison with comparable costs in other states, an attempt should then be made to reduce cost wherever possible without impairing the efficiency of the administration. Any reduction in administrative costs which is accomplished through neglect of important functions of the department cannot but result in waste and extravagance.

Administrative costs expressed in terms of percentage of total relief grants are meaningless since the units upon which costs should be determined, that is, the number of relief case, receive varying amounts of relief. In simpler language, it may be stated that ten cases receiving grants of ten dollars each, totaling one hundred dollars, may be handled at an administrative cost of ten dollars, or 10%. If changed conditions make it possible to reduce the grants to five dollars each, the administrative cost then rises to 20%, although only the same number of units must be handled. The percentage method fails to reflect the cost of handling rejected applications for relief.

H. Many of the county offices are of the type which would be found in temporary organizations for emergency purposes. They are poorly located, inadequately lighted, insufficiently ventilated, and lacking in proper accommodations not only for the employees but for the public. On frequent occasions we noted an attitude on the part of some employees that applicants were not entitled to the usual business courtesies. This is evidenced by smoking during office hours, conversations between employees unrelated to the business affairs of the office, failure to transact business expeditiously, so that people are kept waiting for hours regularly, and for days frequently, without attention. The general appearance of many offices and the attitude of many employees add to the feeling of hopelessness and depression with which many relief applicants enter the offices (Exhibit 13).

Confused or Unsound Concepts of Legal Purpose

In carrying out its function of determining eligibility for relief, the department apparently is under the impression that

it must look into a recipient's personal life, thoughts, habits, loves and hates. And not only that it must look into these, but that it must diligently record everything pertaining to them, including, whenever possible, the verbatim conversation by which the information was conveyed. Every auditor, every observer, every investigator at work for us, and we, ourselves, observed innumerable examples of entirely irrelevant matter of this kind as "Case-History" in the recipient's dossiers in the relief offices. The mere recording of this "Case-History" takes from one and a half to two and a half days of the five-day week of the investigating employes, or from 25 to 50% of their time, to say nothing of the time of typists and stenographers in offices where it is recorded by typewriter. What portion of the remaining working time of the investigator is spent in obtaining this irrelevant matter from the relief recipients, we are unable to judge. ~~(Exhibits 14, 22, 23)~~. a

The investigators of the department have come to be known as "visitors". Relief recipients are "Clients," and the investigations and reinvestigations are now "visits.". In our judgment, this terminology exactly describes the degeneration of the department's most important activity.

Conversations with "visitors" indicate that in the investigation of their "clients" they may not ask the neighbors for any information, nor may they use the accepted methods of investigation common to private business. "Clients" who are obviously living beyond their means cannot be dropped from the rolls unless the "visitor" succeeds in unearthing the source of income by accident, certainly not by design.

We observe that 60% of the employes are under 30 years of age, and less than 10% are over 40 years. Among the supervisors, 43% are less than 30 years of age. 25% of the executive directors are 30 years of age or under. The employment qualifications of this group of visitors, interviewers, supervisors and directors, quoted completely from the department's personnel standards are:

From Memorandum 218 to Executive Directors from the State Emergency Relief Board, April 15, 1935:

"QUALIFICATION: Graduation from an accredited High School plus additional experience or education. Each year of college work counts two points. Each year of experience in a related field, such as teaching, public health nursing, settlement house work, as a member of the paid staff, counts two points. The applicant should have a minimum of six points in education or experience, or six points in a combination of both. Applicants must submit with their applications some verification of their record from the last educational institution attended and references as requested on the application forms.

WEIGHTING:	1. Education or Experience, and Credentials	40
	2. Written Test	30
	3. Personal Interview	30
	Total	100

From Memorandum 731 to Executive Directors and County Supervisors, July 8, 1936:

"QUALIFICATIONS:

1. Legal resident of Pennsylvania.
2. Graduate of an accredited high school.
3. Aged 21 years to 45 years, inclusive.
4. Minimum of six points in education and/or experience. Two points credit are given for each year of paid experience in teaching, public health nursing, home economics, etc. Three points are given for each year at an accredited school of social service, for each year of paid experience with an accredited social work agency, and for each year of experience as a Visitor or Supervisor with the Emergency Relief Administration. Reference letters must be supplied and experience as shown on the application."

From Memorandum 888 to Executive Directors and County Supervisors, February 11, 1937:

"TEMPORARY APPOINTMENTS:

When emergencies arise between now and the certification of candidates on the basis of the examination, junior visitors may be temporarily appointedThese persons must satisfy the qualifications that have been used in the past." (See Memorandum Number 731.)

It is to be noted that the only experience qualifications are "experience in a related field, such as teaching, public health nursing, or settlement house work," although the activities of interviewers, investigators and supervisors do not include teaching, public health nursing, or settlement house work, nor does the law provide for this.

The monthly expenditure of \$5,000,000 in relief grants is in the hands of a group of employes of astonishing youthfulness, whose required employment qualifications include no business training or experience related to their work, and half of whose time is consumed in going, without adequate supervision or check, work other than the important function of determining and verifying eligibility under the law (Exhibit 15).

Waste

The simple fact that so much of the "visitors'" time is devoted to irrelevant and unnecessary efforts points to a waste of more than \$1,000,000 a year, but this by no means measures the full amount of waste. Lack of frequent investigations because of this irrelevant burden, ineffective investigations because of this "visit" idea, the obvious immaturity and inexperience of the "visitors," dissipate many times this amount. The sum of \$1,957,569.20 in restitution claims set up as of October 31, 1937 on the department's books is not a true measure of this waste. This amount was determined only through the activities of the "visitors," and since their investigations are inadequate, the recorded claims are not all that thorough investigation would disclose.

This ineffective administration wastes more than money. The fact that those who are not entitled to relief get it, or when they become ineligible continue to receive it, breeds a disrespect for the abilities of representative government to perform its work. We regard this failure to administer the eligibility rules for relief to be injurious to the morale of the people. The giving of relief develops financial dependency. We regard as more serious the present type of prying into a recipient's personal life, which does not concern his relief eligibility. This unnecessary prying encourages and produces psychological dependency.

Social Service

We do not criticise social service, social workers, or social science schools. We value the knowledge and respect the opinions of all who strive to further human happiness. Our criticism is that the primary purpose of unemployment relief and its impartial administration under the law have been relegated to a secondary position while executives and supervisors with backgrounds of social training have permitted time to be wasted in the accumulation of information which serves no purpose except to clutter up the files and provoke pointless discussion among employees.

The present administration of the department is not to blame for initiating all of the present objectionable conditions. Prior to the establishment of the State Emergency Relief Board in 1932, the burden of unemployment relief was largely in the hands of private charities and welfare agencies, which furnished the dominating element of the present personnel. The department is censured for permitting the continuance of inherited inefficiencies and for failure to forsake practices of the past not required to carry out the purposes of the present law.

Employees

We find that the rank and file of the employees of the department are intelligent, earnest, conscientious and hard-working.

The first part of the paper discusses the importance of maintaining accurate records of all transactions. It is essential for the company to have a clear and concise system in place to ensure that all data is properly recorded and stored. This will allow for easy access and retrieval of information when needed.

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91% of them are college graduates. Many of them in their comments to us expressed bewilderment at frequent changes in policy and procedure, uncertainty as to the department's purposes, and dissatisfaction with pay and working conditions. They complain that when case-loads are too large, they can't do an adequate job, and when they are too light, they are dismissed. They can't drop cases of obvious chiseling without conclusive evidence, yet they are not given a free investigating hand to find this evidence.

Lack of Cooperation with Other Agencies

We gather the impression that full advantage has not been taken by the department of all opportunities to enlist the cooperation of other state departments and federal agencies in an effort to reduce the number of relief cases.

Many of the employees of the department report relief cases requiring medical or surgical attention before they could accept employment, and until such attention is supplied such cases will, in all likelihood, remain on the rolls for an indefinite period (Exhibit 16).

Voluntary repatriation of lone aliens is possible in many cases at a cost much less than the cost of continuing a case on relief.

The Works Progress Administration is provided with lists of persons on relief without, however, the amount of the relief grant. From such lists assignments are made to work projects. When the people so assigned fail to report, further investigation indicates numerous instances which are no longer eligible for relief, and probably were not eligible for some time prior to assignment to the works projects. Numerous other cases, reported by the Works Progress Administration to the department, of persons failing to report as assigned, receive no further investigation and are continued indefinitely on relief rolls. The Works Progress Administration being uninformed as to the amount of the grants, has no means of selecting for works projects relief cases receiving high grants. Relief cases receiving high grants often fail to report to works project assignments for the reason that the amount of the relief grant exceeds the works project wage by a few dollars a month. No attempt is made by the department to reduce the grant to a smaller amount to supplement the works project wage although the adoption of such a policy could reduce relief expenditures.

In July 1936, the W. P. A. in Pennsylvania began an investigation into the needs of its 250,000 project workers through the application of a "Needs Questionnaire". A force of one thousand investigators visited the entire W. P. A. load in the state to learn whether employment with a work program was a matter of need. It took six months to complete the survey. The investigation revealed that 12,145 persons or 4.8% of the total load were removed from the program on the grounds that the work was not an actual need. Six months later, the Pennsylvania W. P. A. Administrator and the employment division of the same agency suggested to the Department of Public Assistance that it

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finance a similar investigation. It was pointed out at the time that while the initial cost of the investigation would appear large, it was really negligible when compared with the amount of money saved in case relief grants. However, we are informed that the department turned down the W. P. A. proposal on the ground that the addition of investigators required to carry on the work would increase the administrative budget, although it was admitted that the outcome of such an investigation would reduce the total cash relief grants by millions (Exhibit 17).

Systems, Financial Records, Reports, Internal Checks

Relief Authorization Notices are not serially numbered, nor are they adequately accounted for. In one instance they were being signed in blank. This is particularly loose practice. It paves the way for fraud. This document originates every relief disbursement, and should be subject to the checks common to business (Exhibit 18).

Likewise, the most important safeguard of the public funds - the assurance that the investigations of applicants are carefully done - has apparently been ignored.

Aside from these, the functioning of the department with respect to system, financial records, reports, internal check and accounting, seems to be subject principally to minor suggestions, which are set forth completely in the digest of public accountants' reports contained in Exhibit 19.

Appropriations and the Budget

We reviewed the budget presented to the Budget Secretary by the Department of Public Assistance on November 18, which indicates a deficiency requirement of \$25,520,000 to supplement the present appropriation for the complete biennial period. We inquired behind the estimates to determine the reason why it was necessary to change them at this time - some six months after the granting of the appropriation for the two years. Exhibit 20 of this report sets forth at some length tables showing the estimates which were made at the time the appropriation was granted and present case-load figures supporting the present rate of expenditure upon which a deficiency is predicated.

In brief, we can point out that at the end of September the total case-load, considering W. P. A. and direct relief, was 14,188 less than the original biennial estimates but that there has been a decrease in the total cases cared for by W. P. A. of 62,833 below the original estimates, which mathematically brought about an increase in the cases of the Department of Public Assistance of 48,645 over the original estimates.

It is the policy of the department, which we do not criticize, to establish uniform subsistence grants and uniform rules of eligibility, and to extend aid to all who meet the requirements

regardless of the amount of money appropriated. The only alternative to this procedure would be a sliding scale of subsistence grants and eligibility rules which would vary upwards or downwards as the case-load varies with the view to keeping within a fixed amount of appropriation. In the present system, the eligibility and subsistence are fixed and the case-load and appropriation are the variables. Under the latter plan, the appropriation would be fixed and the eligibility and subsistence rules and case-load would be variables.

Since under the State's present relief policy the appropriation is variable with the case-load, it follows that a deficiency in the appropriation can be determined only if the case-load can be predicted. From our observation, we feel that it is impossible to predict the case-load, dependent as it is upon unexpected industrial recessions, extent of aid by the Federal Government through the Works Progress Administration, and sporadic strikes, lockouts, and other industrial disturbances.

Therefore, it is our opinion that the deficiency in the present assistance appropriation may be the present estimate of \$25,500,000, or it may be twice as much, or it may be nothing. We do not feel inclined even to estimate the minimum and maximum limit within which a deficiency might range.

In contrast to the impossibility of employing a predetermined biennial budget of subsistence grants under the present relief policy, we feel that the department could and should budget for the biennium by quarter-years the amount allowed for administration to each local county office, to each regional office and to the general office. Budgetary control should be in the hands of the department head, and the preparation of expense budgets should be based on estimates made by the responsible executive of the various offices, carefully checked and analyzed by the general office, with a long range viewpoint. The usefulness of the budget is for the control of expenses, which should be reviewed monthly. The present practice, which requires submission by each local office of a monthly budget, subject to approval by the general office, consumes time which might be spent to better purpose and prevents planning by the local offices for a reasonable period. This is disturbing, costly, and defeats the very purpose which it seeks to serve. It is extremely difficult to maintain an efficient staff in any organization if planning is done on a month to month basis.

General Comments

The foregoing matters are discussed in more detail in the exhibits which are indexed in the following pages.

We wish to report that we received from the Department of Public Assistance the cooperation requested by Your Excellency. Every request the committee made of other state departments for cooperation

$$\begin{aligned} \frac{1}{2} \left(\frac{1}{2} \right)^2 &= \frac{1}{2} \cdot \frac{1}{4} = \frac{1}{8} \\ \frac{1}{2} \left(\frac{1}{2} \right)^2 &= \frac{1}{2} \cdot \frac{1}{4} = \frac{1}{8} \end{aligned}$$

was met to the fullest extent.

There has been no attempt made to influence the committee, nor any undue curiosity displayed as to the scope of the inquiry and the possible findings, except by the "Philadelphia Area Citizens' Committee on Public Assistance to Study the Goodrich Plan" in a letter dated December 10, 1937, signed by Winifred N. Prince, Chairman, Henrietta G. S. Jaquette, Susan M. Kingsbury, Eric H. Biddle, Joseph S. Clark, Jr., Todd Daniel, John Edelman and Harold Evans, and presented in person by Henrietta G. S. Jawuette and Joseph S. Clark, Jr., a copy of which letter is presented herewith as Exhibit 21. The committee received the request and made no comment except that our instructions had been received from the Governor to whom we would report in due course.

Respectfully submitted,

(s) D. M. Livingston
D. M. Livingston, Chairman
Public Utility Commissioner

(s) Harry Margolis
Harry Margolis
Deputy Auditor General

(s) William A. Sponsler, III
William A. Sponsler, III
Assistant Budget Secretary

1. The first part of the paper discusses the importance of the study of the history of the United States. It is argued that a knowledge of the past is essential for a full understanding of the present and for the development of a sense of national identity. The author points out that the study of history is not only a means of learning about the past, but also a way of understanding the human condition and the values that have shaped our society.

2. The second part of the paper discusses the role of the federal government in the development of the United States. It is argued that the federal government has played a crucial role in the development of the country, and that its actions have shaped the nation's history.

3. The third part of the paper discusses the role of the states in the development of the United States. It is argued that the states have played a crucial role in the development of the country, and that their actions have shaped the nation's history.

4. The fourth part of the paper discusses the role of the people in the development of the United States. It is argued that the people have played a crucial role in the development of the country, and that their actions have shaped the nation's history.

INDEX TO EXHIBITS

<u>Exhibit #</u>	<u>Exhibit</u>	
1	Personnel Questionnaire (Form).....	Not Reproduced
2	Eligibility Investigation.....	
3	Frequency of Home Visits to General Assistance Clients.....	
4	Public Accounting Firms and Reports.....	Not Reproduced
5	Committee Hearings: Scranton, Allentown, Philadelphia, Lancaster, Harrisburg Altoona, Pittsburgh and Erie.....	
6	Relief Studies Applicable to the States of Pennsylvania, New York, Illinois, New Jersey and Massachusetts.....	Not Reproduced
7	Counties Included in Survey.....	Not Reproduced
8	Categorical Assistance in Selected Counties...	
9	Failure of Relief Recipients to Report on W. P. A. Projects.....	Not Reproduced (Typed copies sent to County,
10	Duplications in Payments of Categorical Assistance.....	Not Reproduced (Typed copies sent to County,
11	Relief Cases--Special Study--Luzerne County...	Not Reproduced
12	Relief Case-Load-Wilkes-Barre District--Luzerne County.....	Not Reproduced
13	(a) Office Conditions..... (b) Procedure Complaints..... (c) Unnecessary Clerical Work.....	
14	(a) Case-Histories--Irrelevant..... (b) Case-Histories--Quotations from Visitors' Narratives.....	
15	Personnel Studies.....	
16	Employes' Comments on Necessity for Medical Attention.....	
17	W. P. A. Letter on "Needs Questionnaire".....	
18	Relief Authorization Notice--Form.....	Not Reproduced

Exhibit #Exhibit

- | | | |
|----|---|----------------|
| 19 | (a) Auditors' Summary--Comments..... | |
| | (b) Excerpts from Accountants' Reports--
Regional Offices..... | |
| | (c) Excerpts from Accountants' Reports--
Harrisburg Administrative Office..... | |
| 20 | (a) Appropriations and the Budget..... | |
| | (b) Appropriation--Department of Public
Assistance--Status..... | |
| 21 | Philadelphia Area Citizens' Committee on
Public Assistance to Study the Goodrich
Plan--Letter..... | |
| 22 | Committee Observers' Reports by Topics..... | |
| 23 | Committee Observers' Reports by Counties..... | |
| 24 | Case-Loads--Employees' Comments..... | |
| 25 | (a) Relief Cases--Relief Persons--Relative
Percentages of Cases and Persons to
Population--by Counties..... | Not Reproduced |
| | (b) Case-Load--Ratio to Employees..... | |
| | (c) Unemployment Relief--Pennsylvania--
Comparative Statistics..... | |
| 26 | History of the Relief, Assistance and
Pension Acts..... | Not Reproduced |

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The document also notes that accurate records are necessary for the preparation of financial statements and for the calculation of taxes.

2. The second part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The document also notes that accurate records are necessary for the preparation of financial statements and for the calculation of taxes.

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4. The fourth part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The document also notes that accurate records are necessary for the preparation of financial statements and for the calculation of taxes.

5. The fifth part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The document also notes that accurate records are necessary for the preparation of financial statements and for the calculation of taxes.

6. The sixth part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The document also notes that accurate records are necessary for the preparation of financial statements and for the calculation of taxes.

7. The seventh part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The document also notes that accurate records are necessary for the preparation of financial statements and for the calculation of taxes.

8. The eighth part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The document also notes that accurate records are necessary for the preparation of financial statements and for the calculation of taxes.

9. The ninth part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The document also notes that accurate records are necessary for the preparation of financial statements and for the calculation of taxes.

10. The tenth part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The document also notes that accurate records are necessary for the preparation of financial statements and for the calculation of taxes.

ELIGIBILITY INVESTIGATION

We have prepared Exhibit "2" indicating eligibility investigations of relief clients conducted in thirteen (13) counties comprising:

Allegheny	Clearfield	Philadelphia
Berks	Dauphin	Schuylkill
Blair	Fayette	Washington
Cambria	Lancaster	Westmoreland
	Northumberland	

It is our opinion that the results of this survey are representative of conditions throughout the State, and the following analysis reflects the summary of the examination:

	<u>NUMBER OF CASES</u>	<u>PERCENTAGE OF CASE LOAD</u>	<u>PERCENTAGE OF CASES INVESTIGATED</u>
Number of Counties included in survey	13		
Case load represented	107,923		
Case Records examined	8,085	7.42	
Cases investigated by Personal Contact	<u>2,859</u>	2.65	
Cases recommended for dis- continuance and reduction in cash	223		7.80
Cases recommended for further study	<u>791</u>		<u>27.67</u>
Total recommendations	<u>1,014</u>		<u>35.47</u>

The case load represented in the counties under review represents approximately 74.44% of the total case load of the Commonwealth, as of November 27, 1937.

Discontinuances and grant reductions were based on verification of assets or income of the client or any of the case members. In the cases recommended for further study by the Department of Public Assistance there are many that show evidence of income which could not be verified to the complete satisfaction of the investigator. Unless the income or resources were clearly established, the case was recommended for further study all doubt being resolved in favor of the client.

There are also included in this group cases of unemployables, chronic dependents, clients failing to cooperate with the relief agencies in withholding information necessary to determine eligibility, and undetermined income.

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DEPARTMENT OF CHEMISTRY
RECORDS OF THE DEPARTMENT OF CHEMISTRY
1892-1900

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RECORDS OF THE DEPARTMENT OF CHEMISTRY
1892-1900

NAME	DEGREE	DATE
ALLEN, J. H.	B.S.	1892
BROWN, J. W.	B.S.	1893
CLARK, J. M.	B.S.	1894
DAVIS, J. R.	B.S.	1895
EDWARDS, J. L.	B.S.	1896
FISHER, J. K.	B.S.	1897
GILBERT, J. N.	B.S.	1898
HARRIS, J. O.	B.S.	1899
JONES, J. P.	B.S.	1900

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It is felt that a large percentage of the cases recommended for further study are ineligible for relief and we believe that investigation by the Department of Public Assistance will bear out this contention.

Our survey disclosed that the majority of this group are in the unemployable class. The Executive Director of Allegheny County estimated that there are in excess of 4,000 cases receiving assistance in Allegheny County which may be classed as unemployables. Under the ruling of the Department of Justice dated June 14, 1933, these cases are ineligible for State assistance.

In all the Relief Offices in Philadelphia and Allegheny Counties the case records were disarranged in the files and numerous papers inserted loosely without regard to any systematic arrangement. In the Fifth Hill and Northern Units of Allegheny County pertinent questions were not answered on the face sheets and employment registration numbers were missing. It is apparent that much time could be saved by having the records give complete information and by having them filed so that they are available when requested.

A study of the frequency of home visits by investigators of the Department was made in the following eight (8) counties:

Allegheny	Indiana	Venango
Beaver	Lawrence	York
Erie	Lycoming	

The results of this study are presented in Exhibit "3" which indicates a variation in the time between visits from 1.26 months in Venango County to 3.11 months in Allegheny County. The manual of the Relief Division provides for visits to be made monthly. If home visits were made more frequently as required by the relief manual, many discontinuances and reductions could be effected earlier as indicated by the following cases which were active at the time of our investigation:

Case No. 149896 - Charles Warner, Philadelphia County.

The last recorded home visit was on August 30, 1937. Our investigator found that, between 9-22-37 and 11-10-37, his earnings from the Winslow Construction Company amounted to \$ 114.93.

Case No. 14696-6 - George Kovach, Westmoreland County

The last recorded home visit was on June 11, 1937.

Our investigator found that his earnings, since September 1, 1937, from the Streamline Market, New Kensington, amounted to \$125.00.

Case No. 16821 - Howard Metzler, Allegheny County.

The last recorded home visit was on June 17, 1937.

Our investigator found that he had leased a coal mine from George Stamm of Natrona, Pa., and was working same and selling the coal to Mr. Stamm at \$1.20 per ton, having mined 441 tons at \$ 1.20 per ton making earnings of \$ 529.20.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be carefully documented to ensure the integrity of the financial data. This includes recording dates, amounts, and the nature of the transactions.

Secondly, the document highlights the need for regular reconciliation of accounts. By comparing internal records with external statements, discrepancies can be identified and corrected promptly. This process helps in maintaining the accuracy of the books and prevents errors from accumulating over time.

Thirdly, the document stresses the importance of proper classification of expenses. Each transaction should be categorized correctly to facilitate accurate reporting and analysis. This involves understanding the different types of expenses and their impact on the overall financial position.

Finally, the document concludes by stating that consistent adherence to these principles is essential for the success of any financial management system. It encourages a disciplined approach to bookkeeping and a commitment to transparency and accuracy in all financial dealings.

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Case No. 5588-24 - Bessie Benner, Fayette County.

The last recorded home visit was on September 1, 1937.

Since that date two persons have moved from this household who were included in the relief case. The budget and the grant could have been reduced shortly after their removal had the regular monthly visits been made.

Case No. NQL 727 - Vincent Cieslinski, Allegheny County

The last recorded home visit was on June 9, 1937. This man is employed as a bartender at the American Legion Post earning \$ 20.00 per week.

Case No. NQ 914 - Joseph Perry, Allegheny County

The last recorded home visit was on September 9, 1937. This man began working on October 19, 1937 for the National Alloy Steel Corporation, Blawnox, Pa., and has earned \$ 135.00.

A survey of the case histories revealed many instances of visitors' narratives containing irrelevant and unnecessary comments which had no bearing on the eligibility of the client.

Your attention is directed to Exhibit 14-B containing verbatim statements from narratives prepared by visitors in reporting the result of home investigations, and it is interesting to note that those cases were selected at random from the various county files.

The comments included in the selective narratives do not have any direct relation to the eligibility of the clients, and the case history files contain voluminous information that should not have been recorded in the reports.

The use of a printed form outlining questions pertinent to eligibility with space provided for general information would save much time that could be devoted to more important work by the field workers and the office personnel.

1. The first part of the paper is devoted to a general discussion of the problem.

2. In the second part, we shall consider the case of a single particle.

3. The third part is devoted to the case of a system of particles.

4. In the fourth part, we shall consider the case of a continuous medium.

5. The fifth part is devoted to the case of a system of continuous media.

6. In the sixth part, we shall consider the case of a system of particles and continuous media.

7. The seventh part is devoted to the case of a system of particles and continuous media.

8. In the eighth part, we shall consider the case of a system of particles and continuous media.

9. The ninth part is devoted to the case of a system of particles and continuous media.

10. In the tenth part, we shall consider the case of a system of particles and continuous media.

11. The eleventh part is devoted to the case of a system of particles and continuous media.

12. In the twelfth part, we shall consider the case of a system of particles and continuous media.

13. The thirteenth part is devoted to the case of a system of particles and continuous media.

14. In the fourteenth part, we shall consider the case of a system of particles and continuous media.

15. The fifteenth part is devoted to the case of a system of particles and continuous media.

EXHIBIT # 2
DEPARTMENT OF PUBLIC ASSISTANCE
RESULTS OF ELIGIBILITY INVESTIGATION
FOR COUNTIES INDICATED

	<u>ALLEGHENY</u>	<u>BERKS</u>	<u>BLAIR</u>	<u>CAMBRIA</u>	<u>CLEARFIELD</u>	<u>DAUPHIN</u>	<u>FAYETTE</u>
Case Load, November 27, 1937	21,775	1,939	1,088	2,530	1,375	1,027	4,163
Cases Examined	1,645	495	600	384	463	102	500
Per Cent Case Load Examined	7.55	25.52	55.14	15.17	33.67	9.93	12.01
Cases Investigated	635	108	124	117	145	25	194
Per Cent Case Load Investigated	2.91	5.56	1.13	4.62	10.54	2.43	4.66
Cases Recommended for Discontinuance and Reduction of Grant	37	6	12	13	15	3	12
Per Cent Cases Inves- tigated Recommending Discontinuance and Reduction of Grant	5.82	5.55	9.67	11.11	10.34	12.00	6.18
Cases Recommended for further Investigation to Establish Eligibility	278	24	11	33	24	3	119
Per Cent cases Investi- gated Recommended for further Investigation	43.77	22.22	8.87	28.20	16.55	12.00	61.34
Amount of Recommendations for Discontinuance and Reduction of grant - weekly	\$235.70	\$17.80	\$64.80	\$85.40	\$66.70	\$8.10	\$113.50
Amount of Recommendations Requiring Establishment of Eligibility - weekly	\$2,339.70	\$152.80	\$108.70	\$255.00	\$201.10	\$27.70	\$922.85

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EXHIBIT #2

	<u>LANCASTER</u>	<u>NORTH- UMBERLAND</u>	<u>PHILA- DELPHIA</u>	<u>SCHUYL- KILL</u>	<u>WASH- INGTON</u>	<u>WEST- MORELAND</u>	<u>TOTALS</u>
Case Load, November 27, 1937	838	3,046	60,287	5,449	1,506	2,900	107,923
Cases Examined	267	354	1,850	358	418	649	8,085
Per Cent Case Load Examined	31.86	11.62	3.06	6.57	27.75	22.37	7.42
Cases Investigated	73	25	1,006	121	81	205	2,859
Per Cent Case Load Investigated	8.71	0.82	1.66	2.22	5.37	7.06	2.65
Cases Recommended for Discontinuance and Reduction of Grant	7	4	80	7	6	21	223
Per Cent Cases Investi- gated Recommending Dis- continuance and Reduction of Grant	9.58	16.00	7.95	5.79	7.40	10.24	7.80
Cases Recommended for further Investigation to Establish Eligibility	-o-	1	190	7	26	75	791
Per Cent Cases Investi- gated Recommended for further Investigation	-o-	4.00	18.89	57.85	32.10	36.59	27.67
Amount of Recommendations for Discontinuance and Reduction of grant - weekly	\$13.40	\$21.70	\$367.90	\$24.00	\$29.80	\$101.20	\$1,150.00
Amount of Recommendations Requiring Establishment of Eligibility - weekly	-o-	\$3.20	\$1,133.90	\$57.10	\$202.20	\$544.20	\$5,948.45

NOTE Subject to comments in the report.

The following information is provided for your reference:

Date	Description	Amount	Balance	Remarks
1/1/2020	Opening Balance	100.00	100.00	
1/5/2020	Cash Sale	25.00	125.00	
1/10/2020	Cash Sale	15.00	140.00	
1/15/2020	Cash Sale	10.00	150.00	
1/20/2020	Cash Sale	5.00	155.00	
1/25/2020	Cash Sale	5.00	160.00	
1/30/2020	Cash Sale	5.00	165.00	
2/5/2020	Cash Sale	5.00	170.00	
2/10/2020	Cash Sale	5.00	175.00	
2/15/2020	Cash Sale	5.00	180.00	
2/20/2020	Cash Sale	5.00	185.00	
2/25/2020	Cash Sale	5.00	190.00	
2/28/2020	Cash Sale	5.00	195.00	
3/5/2020	Cash Sale	5.00	200.00	
3/10/2020	Cash Sale	5.00	205.00	
3/15/2020	Cash Sale	5.00	210.00	
3/20/2020	Cash Sale	5.00	215.00	
3/25/2020	Cash Sale	5.00	220.00	
3/30/2020	Cash Sale	5.00	225.00	
4/5/2020	Cash Sale	5.00	230.00	
4/10/2020	Cash Sale	5.00	235.00	
4/15/2020	Cash Sale	5.00	240.00	
4/20/2020	Cash Sale	5.00	245.00	
4/25/2020	Cash Sale	5.00	250.00	
4/30/2020	Cash Sale	5.00	255.00	
5/5/2020	Cash Sale	5.00	260.00	
5/10/2020	Cash Sale	5.00	265.00	
5/15/2020	Cash Sale	5.00	270.00	
5/20/2020	Cash Sale	5.00	275.00	
5/25/2020	Cash Sale	5.00	280.00	
5/30/2020	Cash Sale	5.00	285.00	
6/5/2020	Cash Sale	5.00	290.00	
6/10/2020	Cash Sale	5.00	295.00	
6/15/2020	Cash Sale	5.00	300.00	
6/20/2020	Cash Sale	5.00	305.00	
6/25/2020	Cash Sale	5.00	310.00	
6/30/2020	Cash Sale	5.00	315.00	
7/5/2020	Cash Sale	5.00	320.00	
7/10/2020	Cash Sale	5.00	325.00	
7/15/2020	Cash Sale	5.00	330.00	
7/20/2020	Cash Sale	5.00	335.00	
7/25/2020	Cash Sale	5.00	340.00	
7/30/2020	Cash Sale	5.00	345.00	

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EXHIBIT #3

DEPARTMENT OF PUBLIC ASSISTANCE

SUMMARY SHOWING FREQUENCY OF HOME VISITS TO GENERAL ASSISTANCE CLIENTS

IN COUNTIES INDICATED

COUNTY	CASELOAD	NUMBER OF CASES REVIEWED	MONTHS CASES WERE ACTIVE SINCE		NUMBER OF VISITS JANUARY 1, 1937 TO NOVEMBER 24, 1937		AVERAGE LAPSED TIME BETWEEN VISITS IN MONTHS
			JANUARY 1, 1937				
Allegheny (North Unit)	21,241	918	5,491	1,766	3.11		
Beaver	1,386	174	1,041	601	1.73		
Erie	1,667	357	2,035	1,066	1.90		
Indiana	1,132	212	884	317	2.78		
Lawrence	1,039	186	1,154	672	1.72		
Lycoming	1,016	232	953	727	1.31		
Venango	663	113	692	547	1.26		
York	797	191	930	600	1.55		
TOTAL	28,941	2,383	13,180	6,296	2.69		

NUMBER OF CASES AND FREQUENCY OF VISITS

COUNTY	Less than 1 Mo.		1 Mo. to 2 Mo.		2 Mo. to 3 Mo.		3 Mo. to 4 Mo.		4 Mo. to 5 Mo.		5 Mo. to 6 Mo.		6 Mo. to 7 Mo.		7 Mo. to 8 Mo.		8 Mo. to 9 Mo.		9 Mo. to 10 Mo.		10 Mo. to 11 Mo.		TOTAL
	1 Mo.	2 Mo.	3 Mo.	4 Mo.	5 Mo.	6 Mo.	7 Mo.	8 Mo.	9 Mo.	10 Mo.	11 Mo.	12 Mo.	13 Mo.	14 Mo.	15 Mo.	16 Mo.	17 Mo.	18 Mo.	19 Mo.	20 Mo.	21 Mo.		
Allegheny	7	216	262	157	76	99	22	18	15	10	36	918											
Beaver	-	95	51	22	2	1	1	1	-	-	1	174											
Erie	20	154	100	55	22	5	1	-	-	-	-	357											
Indiana	19	70	49	27	11	11	3	1	4	5	12	212											
Lawrence	11	83	54	26	7	3	-	-	-	-	2	186											
Lycoming	35	126	54	8	4	3	2	-	-	-	-	232											
Venango	18	64	20	7	2	1	-	-	1	-	-	113											
York	8	109	34	14	14	11	1	-	-	-	-	191											
TOTAL	118	917	624	316	138	134	30	20	20	15	51	2,383											
Per Cent of Total	4.96	38.49	26.19	13.26	5.79	5.63	1.26	.83	.83	.62	2.14	100%											

NOTE Subject to comments in the report

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the transparency and accountability of the organization. The document also highlights the need for regular audits to ensure that all financial data is correctly recorded and reported.

2. The second part of the document outlines the procedures for handling financial transactions. It details the steps involved in processing payments, receipts, and invoices. The document also provides guidance on how to manage cash flow and ensure that all financial obligations are met in a timely manner.

3. The third part of the document discusses the role of the finance department in the overall operations of the organization. It describes the various functions of the finance department, including budgeting, financial reporting, and risk management. The document also emphasizes the importance of the finance department in providing strategic advice to the management team.

4. The fourth part of the document provides a summary of the key points discussed in the previous sections. It reiterates the importance of accurate record-keeping, proper financial procedures, and the role of the finance department. The document also includes a list of references and a glossary of terms.

5. The fifth part of the document is a conclusion. It summarizes the main findings of the document and provides a final statement on the importance of financial management. The document also includes a list of references and a glossary of terms.

CONFIDENTIAL

EXHIBIT #5

SUMMARY OF COMMENTS RECEIVED FROM
TAXPAYERS AND ORGANIZATIONS AS RESULT OF EIGHT
PUBLIC HEARINGS HELD IN THE CITIES OF SCRANTON,
ALLENTOWN, PHILADELPHIA, LANCASTER, HARRISBURG,
ALTOONA, PITTSBURGH AND ERIE.

	<u>Favorable</u> <u>Comments</u>	<u>Unfavorable</u> <u>Comments</u>	<u>General</u> <u>Relief Inquiries</u>	<u>Total</u>
SCRANTON	3	2	37	42
ALLENTOWN	2		34	36
PHILADELPHIA	5	12	69	86
LANCASTER		1	20	21
HARRISBURG		3	9	12
ALTOONA		4	25	29
PITTSBURGH	1	12	50	63
ERIE		1	34	35
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL	11	35	278	324
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

ANALYSIS OF COMMENTS

ALLENTOWNName and AddressRemarksFavorable

Stuart E. Prutzman,
721 North Street
Mauch Chunk, Pa.
County Superintendent of
Schools.

States that Relief and Mothers Assistance Agencies in Carbon County have been administered in an unbiased, unprejudiced and non-political manner. Mr. Prutzman states that he is social-minded through disinterested, and wishes to defend these people.

Rev. Willis D. Mathias, Minister
Emanuel Evangelical Reformed
Church, Chairman of Appeal Board

Rev. Mathias wishes to go on record saying: That as far as the unemployment relief is concerned, it is being carried on efficiently in this area. There is considerable talk on the streets locally concerning the appointment of a new Board, and some people are fearful that there will be a political set-up, but he hopes that this Committee (Governor's Relief Survey Committee), when report is made, will be sure to indicate that the Board will not be political.

ANALYSIS OF COMMENTS
Continued

PHILADELPHIA

<u>Name and Address</u>	<u>Remarks</u>
	<u>Favorable</u>
Dr. Charles E. Shaffer, Pres. Committee of One Hundred 124 S. 50th Street	The Committee of One Hundred fundamentally opposed to any mixing of politics. They are not interested in personalities, but profoundly convinced that all public assistance should be administered on a thorough, non-partisan basis. Misgivings as to the present controversy, as the purpose seems to be political. In their judgment, public assistance requires technical training on the part of those who administer it.
Dr. J. A. MacCallum, Chairman of Board of the Committee of One Hundred, 3925 Walnut Street	
Rev. Frank V. C. Cloak, Chairman of the Federation of Churches	The Federation of Churches wish to repeat the resolution sent to Governor Earle, signed by the Board of Directors of the Federation as follows: They strongly endorse stand for non-partisan administration of relief and commend Dr. de Schweinitz for making appointments on merit only.
Joseph E. Beck, Executive Director Jewish Welfare Society	States that in his opinion relief in the County of Philadelphia was efficiently handled, although various allowances for food and shelter are insufficient to maintain the average family on a satisfactory basis. He also states that the case workers were attempting to perform their duties satisfactorily, and necessary delays were caused by type of investigation conducted by the Department. Observes that cooperative relations between different organizations were very good.
W. T. Coleman, Executive Director Wissahickon Boys Club, Germantown, (Colored) Coulter Street & Pulaski Avenue	Stated that the present operation of the County Relief Organization appears to be satisfactory, based on his observations, and recommends that the present system be continued.

ANALYSIS OF COMMENTS
Continued

PHILADELPHIA

Name and Address

Remarks

Favorable

Mrs. H. C. S. Jacquette, Member
of M.A.F. Board, Delaware County,
605 Elm Ave., Swarthmore, Pa.

Mrs. Jacquette stated that the trustees
of the M.A.F. were operating efficiently
at the present time and desired that the
present personnel be retained.

Unfavorable

Mrs. Christella Erichson, Secy. M.A.F.
Media, Pa., Delaware County,
112 Hampden Road, Stonehurst,
Upper Darby.

Advised that the Board in Delaware
County was signing transmittal letters
for cases approved by them, ready to be
sent to Harrisburg, in blank, which
was a loophole, where possibly the
Board had not even heard the case. The
Treasurer of the Board had been signing
checks in blank and turning them over
to the Executive Secretary, who
continually made purchases without
permission of the Board.

Walter Nagle
1230 N. Burns Street

Was advised by V. Shank, a worker at Le-
high Avenue, that registration must be
changed from Democratic to Republican to
continue to receive relief. Mr. Nagle
also advised that some of the Relief
workers also have other positions.

Mrs. David Shubin
1802 W. Lindley Avenue

Submitted information relative to specific
case of chiseling.

Elizabeth Mayer,
243 N. 17th Street

A relief recipient who lives in house
where all roomers (eight) are on relief.
Advised that recipients do considerable
drinking when checks are received.

Mrs. A. Smith,
1745 N. 17th Street

Relief recipient - age 50. Advised that
an investigator called approximately three
months ago, a young girl who was very un-
sympathetic.

Percy Saddon
2031 Arch Street

States that: Investigation under the
present set-up is nothing more than an
organized racket, and that the investi-
gators are inefficient. Also advises that
there are many persons on relief that
should be taken off, and that there are
persons working in relief offices that
have no business to be there because of
inefficiency or need.

ANALYSIS OF COMMENTS
ContinuedName and AddressRemarksPHILADELPHIAUnfavorable

George Strickler
340 New Market Street

Disapproves because: relief received is insufficient to sustain himself properly, and he feels that he is being discriminated against. States that positions in Philadelphia County are not open to the general public, as you must be a graduate of the Pennsylvania School of Social Service. He has been assaulted by a worker of the Relief Agency.

Morris Shafritz, Attorney for
Tenants League of Philadelphia,
803 Fox Building.

States that the present allowance for rent by S.E.R.B. is insufficient to secure proper housing facilities for relief recipients, and suggested that a conference be arranged between the Mayor's Committee and the S.E.R.B. for arbitration and discussion of this question.

W. J. Hill,
4211 Chester Ave.,

Relief recipient, age 70, formerly a food merchant, who stated that the Surplus Commodity orders for citrus fruits could not be redeemed at the various chain stores due to the fact that supplies were not on hand, and when prunes were given out they were at least twenty years old and 50% spoiled.

John W. Edelman, Regional
Director, C.I.O.
1420 N. Broad Street
Robert Weinstein,
1420 N. Broad Street

These gentlemen state that in their opinion the operation of the Relief Organization in Philadelphia County is satisfactory and they believe that no politics are present in the administration, but they feel that: The present allowance for rent relief is entirely inadequate. That visitors should be increased so that elapsed time between filing of application and receipt of relief is shortened. They feel that the County Board of Public Assistance should have a labor representative. Advise that relief recipients are not chiselers. Wish to suggest that the results of examinations should be published.

ANALYSIS OF COMMENTSContinuedName and AddressRemarksPHILADELPHIAUnfavorable

John Muldowney, State President,
Workers Alliance,
1109 Walnut Street

Representatives made the following comments: They do not want the Department of Public Assistance made political. Believe what is most needed is a general public expression. The Board should represent Workers Alliance. Investigation staff should be increased, and the unemployed should have a fund for medical assistance. Suggest a special Session to increase appropriation for funds for relief.

Joseph Abel, Representative of
State, County and Municipal
Workers of America,
2553 N. Corlies Street

They are concerned that the administration of relief remain un political. Complain that salaries are low and the staff not sufficient. Believe investigators are satisfactory and they have a courteous attitude.

ANALYSIS OF COMMENTS
Continued

LANCASTER

<u>Name and Address</u>	<u>Remarks</u>
J. G. Eddy, Representative Workers Alliance, Local #33 504 W. Orange Street	Representative desired to enter a complaint against the inadequacy in staff of the S.E.R.B., also the delay applications receive between application and receipt of relief. Workers Alliance demands an increase of not less than 30% in relief allowances. Object to the attitude of many of the relief investigators who feel they are a watch dog of the relief treasury rather than investigators for eligibility of relief.

ANALYSIS OF COMMENTS
Continued

HARRISBURG

Name and Address

Remarks

Unfavorable

Russel P. Swartz
Colonial Park
Dauphin County

Former employee of the Department of Public Assistance and was dismissed through political partiality. Has since been on relief, and advised that relief applicants were forced to wait considerable lengths of time before being interviewed.

R.E.H. Romberger, President
Poor Board Association of
Pennsylvania,
219 Peffer Street

Mr. Romberger has no axe to grind and nothing personal to gain or lose, and his remarks are intended for no one personality, but are intended against a system of administering public relief which is cumbersome, costly and unworkable. We believe it to be impracticable to adopt State-wide ironclad policies and expect them to work in all parts of the State, with all types of people. Also object to the system of cash relief being worked out on a budgetary basis and given weekly to the clients in the form of a check. Our principle objection being that the taxpayer, as well as the lawmakers have no assurance that this cash relief is being used for its legally intended purpose. We also criticise the top-heavy administration expense and high salaries paid to individuals in this newly created department, and object to a general policy followed by the department where an individual making application for only partial assistance is either denied that partial assistance or put through the same red tape as a client who is asking for all that is available.

Sarah Tritch,
Middletown, Pa.

Complaint against Relief Office in Middletown, which will not accept applications but send all persons so applying to Harrisburg, which is nine miles distance, and in most cases the applicant has no means of transportation. Cites specific cases of discrimination, and recommends a thorough investigation of relief system in Middletown and vicinity. Attaches a list of names which she believes should be investigated.

ANALYSIS OF COMMENTS
Continued

<u>NAME AND ADDRESS</u>	<u>ALTOONA</u>	<u>REMARKS</u>
	<u>Unfavorable</u>	
William J. Young 1108 27th Avenue		Favoritism shown as in the specific case of a Dr. Robb, former employee under former administration. He lost his position and was taken care of by a blind pension, although it is possible for him to salute people within a half block. Cites other cases of discrimination.
Mattie J. Maher 1125 8th Avenue		Feels that discrimination is shown in the granting of relief.
Mrs. Catherine E. Wertzberger, Delegate from Mothers Assistance Board, 2118 18th Street		Complaint against various meetings called by Mr. de Schweinitz, incurring expense, from which no apparent good is received.
Charles W. Fisher, Buckhorn Star Route		Communication complaining about the Altoona Emergency Relief Office. A specific complaint which has been reported to the above office regarding one Wm. Koch who lives in Cambria County, (formerly lived in Blair), who receives relief from Blair County, although he has been working for nine or ten weeks.

ANALYSIS OF COMMENTS
Continued

PITTSBURGH

Name and Address

Remarks

Favorable

R. Templeton Smith, President
Association of Social Agencies
(Representing 120 Social and
Civic Agencies), of Allegheny
County

Federation wishes to reaffirm its conviction that all employees of the Relief Administration should be appointed on a merit basis, training for specific task being essential, namely courses in schools of social work.

Unfavorable

Mrs. Maude M. Patterson, Secy.,
M.A.F. Butler County,
3208 N. Main Street, Butler, Pa.
Mrs. Kathleen Ball, Chairman
M.A.F. Butler County,
532 Broad Street, Butler, Pa.

Offer complaint against the inconsistency of orders given, also the lack of promptness in replies from Harrisburg. Object to the mileage system used as it is entirely too loose. Feel that what is needed in Harrisburg is a financier at the head of this work - not a social worker. Recommend that the following be given to the Governor: "A Republican cannot do the work of this Board. A woman who was Vice President of the Republican organization in Butler County was also secretary of the Old Age Pension Board. We are not allowed to participate in politics. You see, it just depends on who is playing it. Right now it is wreaking with Republican politics".

Mrs. Harry C. McKnight, Sr.
702 W. North Avenue

Presents specific complaints against undeserving relief recipients.

Ernest Scott, President of the
Pittsburgh Branch of the
Pennsylvania Federation of
the Blind,
74 Union Avenue,
Bellevue, Pa.

Representatives stated that persons were receiving blind pensions who were not entitled to this payment, due to the fact that they possess more than 5% normal visibility. They suggest that an extensive investigation be conducted for the purpose of examining recipients who were not entitled to blind pensions.

James H. Dolson, Secy.,
Workers Alliance of Allegheny
County,
423 Arch Street

The Organization feels that any attempt under present conditions to further restrict relief or to make more rigorous the conditions of relief eligibility could not be justified on any conceivable grounds, and the inadequate relief allowances in the State must be rectified. In their opinion this requires an increase in relief grants of not less than 60%.

ANALYSIS OF COMMENTS

ContinuedPITTSBURGHName and AddressRemarksUnfavorable

Pennsylvania Public Charities
Association, Pittsburgh
(Re: 311 S. Juniper Street,
Philadelphia.)

. The Public Charities Association has managed to ingratiate itself with the current Governor under the guise of "social experts" and while it professes to be non-partisan and non-political, it is actually omni-partisan and omni-political. (Histories of individuals connected with the P.C.A. proves this.)

B. E. Winwood
Leeper, Pa.

Communication from a relief receipient, complaining against the Head of Relief in Indiana, Pa., as he feels discrimination is shown.

Directors of the Poor,
Allegheny County

Extract from Memorandum of the Directors of the Poor of Allegheny County to the Goodrich Committee, Sep 27, 1937:
"While the Directors of the Poor, since August, 1935, have taken over 3,500 cases of "unemployables" from the Allegheny County Emergency Relief Board, in addition to supplying supplementary aid in 411 cases of the Mothers' Assistance Fund, Old Age Pensions and Blind Pensions and supplementary aid in 500 ACERB cases in its out-door relief budget, the City of Pittsburgh (McNair was then Mayor) has consistently refused to take over the "unemployables" in Pittsburgh from the Allegheny County Emergency Relief Board."

M. Edith Lower
118 W. Ohio Street

Feels that discrimination is shown against a single person, the W.P.A. also rebels at employing a single person, and in some cases a single person is flatly refused assistance.

Floyd Broadwater
1229 Washington Street
Braddock, Pa.

Was on relief from 2/3/37 to 9/29/37 and was advised by a clerk in the relief office he was taken off because he was not at home when an investigator visited him.

S. J. Sherry, Director of the Poor,
Allegheny County,
301 County Building

Cites four specific cases where discrimination was shown at Relief Offices.

ANALYSIS OF COMMENTS
Continued

PITTSBURGH

Name and Address

Remarks

Unfavorable

Mary Peck
18 Elizabeth Street,
Mt. Oliver

· Advises that her husband, William Peck, was hurt while working on the W. P. A. seven weeks ago, and they have been unable to get relief since.

State, County and Municipal
Workers of America

The Committee comments that the present Staff has been hired on the basis of the merit system without regard to politics. However, they feel that the Assistance Department is seriously understaffed, and the present standards of assistance are much too low.

ANALYSIS OF COMMENTS
Continued

<u>Name and Address</u>	<u>ERIE</u> <u>Unfavorable</u>	<u>Remarks</u>
C. B. Jones E. F. D. #1 Venango, Pa.		Advises that discrimination is shown in many instances. The period of time (one month) between an application for relief and an investigation, is entirely too long.

EXCERPTS FROM PUBLIC ACCOUNTANTS' REPORTS UPON THE OFFICES
OF THE DEPARTMENT OF PUBLIC ASSISTANCE WHICH ADMINISTEROLD AGE ASSISTANCE
PENSIONS FOR BLIND
AID TO DEPENDENT CHILDRENCase HistoriesBerks County

We were informed that the supervisors and staff have been instructed to eliminate to the greatest extent possible discussions of subjects which clients which are more in the nature of social service subjects than is the determination of eligibility or continuance of eligibility for the assistance presently granted. We were told, however, that it is difficult to restrain the more experienced visitors who have been accustomed to going into this phase of a client's situation from continuing to do so. It was admitted that in the past this had been done and that the reports of visitors were more lengthy because of the recording of information relative to family living conditions, behavior of children, the infirmities of the aged, etc.

. We do believe that some consideration should be given to the possibility of devising a form of report for the visitors to use which would have the pertinent questions and required information stated in a manner which would readily permit of a brief and concise answer, either in the form of "yes" or "no" or the insertion of an amount or a number. It is our thought that if such a form were used it could be arranged in such a way as to permit space for recording a series of visits to the same client. Of course, space should be provided thereupon for the noting of any unusual circumstances, or information, and the form itself should not be considered by the visitor as representing the only information of which a record should be made or as to which inquiry should be made.

It is believed that such a record would considerably increase the number of cases which could be handled with the same number of visitors and clerical employees due to the saving of the visitors' time, as well as the typing and filing time.

Blair County

We were informed that visitors are allotted one day each week for office work and consultations. During this day the visitor must have his activity for the previous week reviewed by the Executive Secretary and must dictate data relative to visitations of cases to a stenographer. Our review of the records pertaining to selected active cases, hereinafter commented

upon, indicated that the case histories in many instances contained information not necessary to establish eligibility or continuing eligibility. However, the Executive Secretary informed us that, in her opinion, the data on case histories other than that necessary to establish eligibility was needed for a complete understanding of the case.

Delaware County

Each visitor spends two full days each week in the office dictating case histories, writing letters, etc. Our review of the case histories indicated that they contain considerable data not pertinent to a determination of the continued eligibility of the recipient. We recommend continued instruction of visitors as to what should and what should not be included in the case histories.

Fayette County

The visitor's schedule provides three days for outside visits and investigations, and two days in the office for conferences with supervisors and the preparation of case history reports. The latter reports are prepared by use of dictaphone.

I , The reports of the visitors on investigation of cases which we reviewed did not appear to be too lengthy, but we believe that the visitor's time in the office should not consume more than one day per week instead of two days.

Lackawanna County

We noted that most of the reports written by visitors relative to their calls on recipients were characterized by extreme verbosity. As illustrations, Mothers' Assistance cases Nos. 463 and 481 are cited. These case files contain 75 and 172 pages, respectively, of single space type-written narrative. While these two cases are unusual, the visitors' reports generally are unnecessarily voluminous and contain comment concerning visitors' personal experience and many other matters not pertinent to the purpose of the visit. The Executive Secretary informed us that her predecessor encouraged this method of report writing and that at present she is attempting to eliminate unnecessary comment in the reports. About one-half of the visitors' time is spent in the office writing reports, conferring and investigating references. This proportion would be decreased and more frequent visits permitted by curtailment of the size of report.

Northumberland County

Our review of selected case history files indicated that generally visitors' reports were concise and apparently relevant. We did receive the impression, however, that visitors' and interviewers' activities appeared to be directed mainly toward assisting applicants to establish eligibility rather than toward substantiating the applicant's submitted evidence and maintaining adequate contact with the case to assure reasonably prompt ascertainment of change in status. This may, in part, be attributable to

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It includes a detailed description of the experimental procedures and the statistical analysis performed.

3. The third part of the document presents the results of the study. It includes a series of tables and graphs that illustrate the findings of the research. The data shows a clear trend in the relationship between the variables studied.

4. The fourth part of the document discusses the implications of the findings. It explores the potential applications of the research in various fields and the impact it may have on future studies.

5. The fifth part of the document provides a conclusion and summarizes the key points of the study. It reiterates the importance of the research and the need for further investigation in this area.

6. The final part of the document includes a list of references and a bibliography. It cites the works of other researchers in the field and provides a comprehensive overview of the literature related to the study.

to the physical disabilities of applicants for Old Age Assistance and for Pensions for the Blind.

To avoid possible elaboration on non-essential information, we suggest that consideration be given to the development of a uniform visitor's report blank which should require brief answers to a list of questions and a check-off of matters investigated, to determine eligibility or continuation thereof. Such reports, uniform in character, would probably facilitate review by the supervisor or other interested persons, should serve as a guide for the assistance of relatively inexperienced visitors, reduce the visitors' time in preparing their reports, thus making available additional time for field work, also should permit reduction in the stenographic staff.

Westmoreland County

It appears, however, that considerable time must be consumed in the office for dictating case histories, which are very lengthy due to the inclusion of statements and facts, which do not seem pertinent to the eligibility for assistance or maintenance of beneficiary on assistance rolls. Our interviews with supervisors indicated that it is the belief of office employees and visitors that the record of visits should cover the social service and welfare problems encountered in the home as well as the determination of eligibility requirements prescribed by law. Supervisors and visitors therefore feel that it is necessary, in many cases, to go into all the aspects of the beneficiary's home life as well as all details of conversations between the beneficiary and the visitor. Lengthy reports make more work for the stenographers, who must transcribe these reports to the case history file. Two and sometimes three stenographers are constantly transcribing dictaphone recordings of visitors' reports. During the month of November, 1937, five additional visitors were employed and it is the opinion of the General Secretary that at least one additional stenographer will be required to transcribe visitors' reports. The General Secretary also feels that the additional work will necessitate the approval of the purchase of a dictaphone, now in use in this office, if the flow of work is not to be delayed.

Philadelphia County

Considerable time was devoted to a review of the duties of the visitors of the different departments. During our discussions with the department heads and others it was noted that much importance was placed on the service rendered in regard to the personal welfare of the clients. It was to be the attitude of the visitor that in addition to the formal duties relative to continuing eligibility, he, or she, was also to be considered as a friend and advisor to the client. The trend of this latter association is probably reflected in the reports of visits, which we consider as containing unimportant details.

It is suggested that consideration be given to the institution of a printed or mimeographed form of visit report. This we believe would elimin-

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The text also mentions the need for regular audits and the role of independent auditors in ensuring the reliability of the data.

2. The second part of the document focuses on the challenges faced by organizations in implementing effective internal controls. It highlights the complexity of modern business environments and the need for a robust framework of controls to manage risks. The text suggests that organizations should adopt a risk-based approach to internal control design and implementation, ensuring that controls are tailored to the specific risks faced by the organization.

3. The third part of the document discusses the role of technology in enhancing financial reporting and internal control systems. It notes that the use of information technology can significantly improve the efficiency and accuracy of financial data collection and processing. However, it also points out that the rapid evolution of technology presents new challenges, such as the need for ongoing training and the potential for cyber threats, which must be addressed through continuous monitoring and updates to the control framework.

4. The final part of the document provides a summary of the key findings and recommendations. It reiterates the importance of a strong internal control system and the need for a proactive approach to risk management. The text concludes by stating that organizations should strive for a culture of transparency and accountability, where the integrity of financial reporting is a top priority for all stakeholders.

ate considerable clerical effort and maintain the records currently with a possible reduction in the stenographic requirements.

Visits

Allegheny County

From the figures it will be seen that 10.4% of the cases examined have not been visited within the past six months. It will also be noted that of the 1,427 cases examined, 76 cases were last visited in 1936, 4 in 1935, and 3 in 1934.

A further analysis of the 1,427 cases mentioned above was made for the purpose of determining the lapse of time between the last two successful visits. The average lapse of time between the last two successful visits was determined to be 8 months for Old Age cases, 3 1/2 months for Dependent Children cases and 6 1/2 months for Blind cases. The longest lapse of time between the last two successful visits was 23 months for Old Age cases, 20 months for Dependent Children cases and 23 months for Blind cases. The above figures compare with an "ideal" interval of 4 weeks between revisits in Dependent Children cases, 6 weeks in Blind cases and 8 weeks in Old Age cases.

Berks County

We have noted, however, that many clients presently on the case roll have not been visited in a period of six months to eighteen months and accordingly, we believe that the home visits recorded for the month of October must have been made on a number of occasions to the same client, which if true, will considerably extend beyond the estimated period of four months above noted the time within which all of the cases presently on the rolls should be visited with the present staff at the rate worked in October, unless steps can be taken to more thoroughly direct the visitors as to the cases which they should contact from week to week.

Lackawanna County

Our most important criticism of the case files in the infrequency of visits to relief recipients. It was found that in the case of Old Age Assistance practically no visits were made from the time of the original grant until October or November, 1937. In the case of pensions for the blind it was found that from 1934 to date, most cases were visited only from one to three times. The visits made to Mothers' Assistance Fund cases were found to be more frequent than Old Age and Blind cases, but again, the frequency does not nearly meet the requirements.

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF THE HISTORY OF ARTS
AND ARCHITECTURE

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DEPARTMENT OF THE HISTORY OF ARTS
AND ARCHITECTURE

Northumberland County

. . . . There would appear to be a lack of control on the part of supervisors over the frequency of visits to cases assigned to each visitor. Closer review of visitors' notebooks and comparison thereof with lists of assigned cases probably would improve the supervisors' control over frequency of visits.

RecordsBerks County

Inasmuch as the same workers handle the three types of assistance it appears to us that it would be helpful if the application form and the supplementary information report from which conclusions are drawn as to eligibility could be made more nearly uniform with respect to the location of similar information which is required in all cases.

Delaware County

During the course of our examination consideration was given to the nature and arrangement of the forms and records in use. We are of the opinion that such forms are adequate for the purpose but believe that consideration should be given to the practicability of using the same form for all types of assistance rather than the three separate forms now in use. Progress has been made recently in this direction and, we understand, other improvements along the lines indicated are being considered.

Fayette County

Under the present system the visitor's report on application or investigation contains practically all the information shown in the application, together with some additional data. We suggest that the form of application be revised to make this duplication unnecessary.

Lackawanna County

Efficiency in the use of these records is naturally impaired by the fact that certain records have not been kept up to date. This condition was found to exist in the active and case files.

The active file is a card record of all active relief cases to which are posted the amounts of relief payments by months. The file postings were several months in arrears at the time of our survey.

Northumberland County

Different types of application forms are in use for each category although it would appear that the information required to be indicated on

each is similar. We suggest that consideration be given to the advisability of adopting a uniform application blank for all types of assistance administered through the Department of Public Assistance, including general assistance as well as categorical assistance.

Consideration should be given to the advisability of pre-numbering authorizations for assistance roll changes in order to prevent loss of such authorizations after notice has been prepared.

Personnel

Allegheny County

With respect to the general efficiency of the staff, we found it to be, in our opinion, fairly competent. The Categorical Group conducts its own "civil service" examinations for prospective employees and has a required schedule of qualifications for each tupe of position. The salary scale is also regulated and is approximately equivalent to the scale of remuneration offered by private employers for the same type of work.

With respect to the size of the staff, we are of the opinion that if the amount of social work could be curtailed and visitors instructed to content themselves with establishing the eligibility of clients without endeavoring to rehabilitate clients and their families, there is no doubt that it would be possible either to reduce the staff, or to speed up the frequency of revisits, or to achieve some degree of each.

Blair County

Based upon our contacts with employees and our observations, it is our opinion that a conscientious effort is being made to efficiently handle the work of the office. However, it is our opinion that a closer review of the records relative to active assistance cases should be made in order that all indicated changes in the status of beneficiaries would be followed to a satisfactory conclusion.

. . . . It is our opinion that a reduction in the number of stenographers might be effected by the use of dictaphones for recording visitors' comments relative to cases visited.

Delaware County

The supervision of employees is generally satisfactory. The stenographic department was said to be about one week behind in its work, but we were unable to determine whether this was due to inefficiency or too few stenographers.

Lackawanna County

We observed the supervision and apparent efficiency of the clerical

employees. We noted that several had very little work to perform and others appeared inefficient. The stenographers and typist are under the supervision of a clerical supervisor whose duties, almost entirely, consist in the distribution of work. Each stenographer is assigned to one or more persons in authority and each typist is assigned to a supervisor and the visitors responsible to said supervisor. As each stenographer and typist is responsible to a person in authority, we see no necessity for maintaining the position of clerical supervisor. The small extra duties of the clerical supervisor could easily be absorbed by other employees. We are informed that the present clerical supervisor was recently discharged from a clerical position with the W.P.A. because of inefficiency and from our contacts with him, he appears unfamiliar with office procedure.

The typists, as a group, with one exception, appear efficient in their work. The one exception spends most of her time correcting errors and retyping, and appears inexperienced.

There are three file clerks whose salaries are \$85, \$85 and \$125 per month, respectively. We are of the opinion that the one efficient file clerk, whose salary is \$85 per month, is capable of handling all the file work.

Upon discussing our observations with the Executive Secretary, we were informed, that if she had the authority, she would reduce the staff by five persons, whose salaries aggregate \$530 per month and would replace the supervisor mentioned above.

Northumberland County

The employees with whom we had contact during the period of our survey indicated adequate knowledge of their duties and were hard workers.

So far as we could determine reduction in personnel would not be warranted. Reassignment of cases to visitors probably would permit more frequent home visits than have been made in the past and ultimately may allow for reduction in the staff.

Westmoreland County

During the course of our investigation at the offices of the Westmoreland County Mothers' Assistance Fund at Greensburg, Pa., we observed the duties of the various employees of the office in carrying out their part of the procedure of the office, as hereinbefore briefly outlined, and, it is our opinion, that the employees with whom we had any contact or observed, appeared to be conscientious and efficient. Also it is our opinion that the activities of the office are capably supervised. We also reviewed forms used and letters prepared by the office which appeared to us to be on an efficient and satisfactory basis.

Philadelphia County

As a result of our limited contact with the executive personnel

and other employees of the various funds and departments, we are of the opinion that the personnel is generally efficient and acquainted with their particular duties.

Restitution Claims

Berks County

There is a definite lack of control of the amount of money involved in reimbursement or restitution claims pending or collectible through the local office.

Blair County

We were informed that little if any action was taken on repayment claims prior to July, 1937 and that due to limited knowledge of the procedure to be followed no action was taken to establish claims unless requested by the Special Investigating Section of the Department of Public Assistance to do so.

Under date of November 18, 1937 instructions were received from the Department of Public Assistance relative to the procedure to be followed in connection with repayment claims and we were informed that action in accordance with the instructions would be taken.

It is our belief that a formal control over repayment claims should be established.

Delaware County

No systematic procedure has been followed in the matter of possible restitutions, partially, we understand, because no employee of the office is bonded and partially because of doubt as to the advisability of making claims against decedents' estates, etc. We were informed that a full procedure was issued by the department together with necessary forms, in November, 1937, and that work on possible claims for restitution will be started soon.

Lackawanna County

No attempt was made at restitution until August, 1937. Since that time, one employee has been put in charge of this function together with industrial contact.

Northumberland County

We do not consider that the records of the Northumberland County Mothers' Assistance Fund Office provide adequate control over claims, potential or actual, and suggest that consideration be given to the establishment of some form of control in the local office, also in the State office.

1. The first part of the paper discusses the importance of the study and the objectives of the research.

2. Literature Review

2.1. Introduction to the literature review

The literature review provides a comprehensive overview of the existing research on the topic. It identifies the key findings and gaps in the current knowledge.

2.2. Methodology of the literature review

The methodology section describes the search strategy used to identify relevant literature. It includes details on the databases searched, the search terms used, and the selection criteria for the included studies.

The results of the literature review are presented in this section. It summarizes the findings of the included studies and highlights the common themes and trends in the research.

2.3. Summary of the literature review

2.4. Conclusion of the literature review

2.5. References

The references section lists all the studies cited in the literature review. It provides the full bibliographic information for each source.

2.6. Appendix

2.7. Acknowledgments

The acknowledgments section expresses gratitude to the individuals and organizations that provided support and assistance during the research process.

2.8. Bibliography

The bibliography section provides a list of all the sources used in the research. It includes the titles, authors, and publication details for each work.

Westmoreland County

No claim for repayment of assistance grants paid by the Mothers' Assistance Fund of Westmoreland County had been prepared until July, 1937. We were informed by that office that the responsibility for preparing all repayment claims was assumed by the State Department of Public Assistance and that all claims entered to date had been prepared after specific instructions from the State department. Conversations with the General Secretary of the Westmoreland office and a test check of inactive cases, revealed that many assistance cases, which had been closed since June, 1936, were subject to claims for repayment, although none had been prepared to date. However, an office memorandum bearing the date of November 18, 1937, indicated that the county office is now responsible for the preparation and entering of all repayment claims. Under this plan the claim will be prepared at the county office and will be forwarded to the State department for certification of amount to be collected and approval. However, it appears that representatives at the county office are still uncertain of the procedure to be followed, particularly with respect to inactive cases, for which claims should be prepared.

Audit ControlBlair County

We were informed that an auditor from the State department visits the office from time to time. His audits, we're informed, are confined to a reconciliation of bank account and a check of expenses paid. We suggest consideration be given to increasing the scope of these audits to include a review of office procedure and a test check on active assistance rolls by visiting beneficiaries, obtaining information therefrom and checking same against case histories.

Lackawanna County

We were informed that no periodical audit is made of the records in order to verify that the amount of the relief disbursed is in accord with the file record of relief cases in the local office.

Blair County

. . . . A conscientious effort is being made to efficiently conduct the activities of the Blair County Mothers' Assistance Fund but more strict supervision over certain of the work of the office is necessary in order to place same upon an efficient and satisfactory basis.

The first part of the paper discusses the importance of the study of the history of the English language. It is argued that the study of the history of the English language is essential for a full understanding of the language and its development. The paper then goes on to discuss the various factors that have influenced the development of the English language, including the influence of other languages, the influence of social and cultural changes, and the influence of technological advances. The paper concludes by arguing that the study of the history of the English language is a vital part of the study of the English language and that it should be given more prominence in the curriculum.

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CONFIDENTIAL

EXHIBIT #13a

STATEMENT OF COMMENTS OBTAINED FROM EMPLOYEES
PERSONNEL QUESTIONNAIRES

Office Conditions

P. O. Number	County	Comment
00007	Allegheny	Better working conditions would improve efficiency. Lighting very poor, offices crowded, and office furniture too old for use and inadequate.
00332	Allegheny	Reception rooms are inadequate and clients have to wait unreasonably long crowded into far too limited space.
03259	Allegheny	Over crowded offices and poor office equipment.
03250	Allegheny	In this the Southern district office located at 43 Fernando Street, there is a very definite lack of office equipment (chairs, desks, lights, files, etc.) for the efficient discharge of duties.
00435	Allegheny	I would suggest equipment that would turn out more accurate work--such as better typewriters, etc.
00127	Allegheny	Working conditions should be improved. The condemned building in which we work is not large enough to accommodate the large staff. With one toilet on each floor (for men and women both), sanitary conditions should not pass the Board of Health examination. The building is situated in a district surrounded by an oil refinery, a brewery, a glue factory, and a soap factory. With the combined smells from each of these, the atmosphere is most unhealthy.
03275	Allegheny	Poor working conditions--Poor light--overcrowded. Too small staff to do kind of job needed.

P. O. Number	County	Comment
00409	Allegheny	Working environment could be improved. We are now in a condemned building. Sanitary conditions are such that would not be approved by the State Law in any other organization.
00205	Allegheny	Feel that it would add to the efficiency of the C. O. Reg. Dept. to maintain a Geographic File.
00243	Allegheny	At present our interviewing room is over-crowded and very noisy.
00820	Delaware	Unsanitary working conditions. Poor ventilation, inadequate floor space, poor lighting, inadequate toilets, improper heating system.
00832	Delaware	Due to the over-crowded conditions at our present location, 623 Welsh Street, Chester, and the attendant confusion, I feel that it is not really possible to give as complete attention to the various duties entrusted to me as I am capable of doing.
00815	Delaware	I feel that as an organization we could operate much more efficiently and adequately and give better service to the community if we had better working conditions such as space, heat, light.
00826	Delaware	There is no way to improve my work until we are housed in a building with either steam or hot water heat.
00912	Fayette	We who work in the outpost stations frequently work in damp dark basements of borrowed community buildings, cold, dirty abandoned store rooms, dusty, crowded volunteer fire houses with no privacy where applicants are expected to give private personal information to the interviewer in an open room.
00921	Fayette	Better Heating System. Better lights.
00922	Fayette	I might also suggest that we have additional filing equipment for this Department to assist in keeping files in better condition for quick and easy referral.
00908	Fayette	Larger space for the Interviewing staff would allow more personal and private interviews with our clients.
00910	Fayette	Better equipped and more respectable points of contact with the public.

P.O. Number	County	Comment
00881	Fayette	To be quite specific with regard to my own department, more adequate office space is needed very badly.
01029	Lackawanna	The lighting and ventilating systems might be improved.
01608	Mercer	I believe it would benefit the work if Mercer County Offices were better equipped with office necessities, better lighting, better ventilation and better "housing".
01678	Northumberland	Better working conditions in the office; it is overcrowded.
01717	Northumberland	In my opinion I think the DPA in this town should have a larger building. Our present quarters are overcrowded.
01704	Northumberland	The building in which our office is housed is inadequate for the personnel employed at present.
01840	Philadelphia	Poor physical features of building: a. Lighting not good. b. Tables being used for desks in need of (repair.
01917	Philadelphia	We are at present working under very difficult handicaps. The building in which we are working is much too small for the number of clients who daily enter our office. Because of this the clients are forced into illy ventilated rooms, under very congested conditions.
02084	Philadelphia	Building facilities are poor.
02074	Philadelphia	I feel that for physical and health reasons some arrangement should be made to enlarge the application department or to separate districts to allow more physical space for clients and interviewers.
01800	Philadelphia	There is a need for more dictaphones in order that write-ups of records can be more easily and more quickly done.
02789	Philadelphia	The working conditions of the application department could be improved such as, better lighting, heating and airing systems. A better equipped room for the taking care of sick clients is needed.
02843	Schuylkill	The lighting, heating and ventilation systems could be improved upon.

P.O. Number	County	Comment
03171	Westmoreland	If better working conditions were available, meaning office space, equipment, heating facilities, etc., more efficient work could be obtained.

EXHIBIT #13b

CONFIDENTIAL

STATEMENT OF COMMENTS OBTAINED FROM EMPLOYEES
PERSONNEL QUESTIONNAIRESProcedure Complaints

P. O. Number	County	Comment
00385	Allegheny	When a new procedure is to go into effect, it would facilitate matters if notice of same were received a few days in advance instead of (sometimes) after it is supposed to have gone into effect.
00235	Allegheny	Concerning the work as a whole, I think procedures should be more carefully watched to see that they do not become an end in themselves instead of a means to an end. Another weakness I can see in too highly mechanized procedures is that workers on both field and clerical staffs depend too much upon them and become unable to handle situations where judgment and reasoning rather than routine procedures are called for.
00714	Clearfield	Cases should be classified according to family problem so that social work procedure could be applied to those cases in need of it and a more businesslike method applied to the cases where only an economic problem exists.
03458	Erie	Entirely too much duplication of work in forms used and procedures.
01045	Lackawanna	Adoption of a statewide procedure for use in determining or computing a restitution claim.
01429	Luzerne	An over abundance of supervision in the Pittston office; 10 Field Investigators and 3 Supervisors.
01606	Mercer	To further expedite the work I would suggest that a definite procedure be set up with minor changes being made as needed. Present procedure is not clear cut and as a result different interpretations are made in different sections.

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P.O. Number	County	Comment
01709	Northumberland	Work hampered by too frequent change of case forms.
01680	Northumberland	Give specific instructions to changes which occur in procedure.
01676	Northumberland	Bulletins giving definite procedures. (Need of)
01697	Northumberland	More definite information concerning procedure. Executive staff should cooperate more with the investigating staff.
02316	Philadelphia	I think less frequent change in state and local policies might make for more efficient functioning on our part.
02739	Philadelphia	To have every department of each district operate in a similar manner.
03196	York	Too many changes which hinders the work of the visitor.

EXHIBIT #13c

STATEMENT OF COMMENTS OBTAINED FROM EMPLOYEES
PERSONNAL QUESTIONNAIRESUnnecessary Clerical Work

<u>P.O. Number</u>	<u>County</u>	<u>Comment</u>
00402	Allegheny	Excessive clerical work which kept them in the office and prevented them from visiting. It is with reference to the latter ground that I make my suggestion.
00041	Allegheny	To eliminate social histories from records and only include that which refers to the financial status and employability of the family.
00069	Allegheny	Visitors in field should be relieved of all possible clerical work.
00145	Allegheny	I would suggest that in dictating case history the worker should cover essential facts only and omit all superfluous statements.
00146	Allegheny	At the present time the work entails a great deal of clerical inside office procedure which requires a great deal of time--thus preventing the visitors to be in the field. I believe this clerical work should be done by a staff of clerks; investigators should have more time for investigating.
00086	Allegheny	There is too much clerical work that interferes with investigation and visiting.
00458	Armstrong	Office detail should be cut down as much as possible to allow maximum time for field work.
00585	Bradford	Additional office help to facilitate work of Visitors, so that Visitors do not have to spend evenings writing up cases, thus giving Visitors more time in the field and less time in the district office.

P. O. Number	County	Comment
00731	Clearfield	Standardize case record writing. Discontinue writing case records from a social standpoint when they are strictly unemployment problems.
01291	Lehigh	Experience has shown that the work involved in maintaining an adequate record of each case, requires the visitor to devote approximately three fifths of his time to clerical work.
01636	Montgomery	It is necessary to write records at home in the evenings.
02366	Philadelphia	I would eliminate the writing of routine visits by substituting a form report instead. This would permit a greater amount of time to be utilized in investigating.
02842	Schuylkill	I might express a criticism in regard to the amount of clerical work which reports and records demand. A closer contact with the relief recipients could be kept if the visitor were not compelled to spend a great deal of time preparing reports and recording and listing unimportant details and changes. Subsequently, a closer contact with the families would cause less waste and overpayment.
02883	Schuylkill	Too much time is needed in office work which could be used to advantage in the field. Less than one half the day is spent in the field, under the present setup.

EXAMPLES OF INFORMATION GLEANED FROM A CURSORY GLANCE
AT "CASE HISTORIES" BY THE COMMITTEE'S OBSERVERS

Directly quoted matter is indicated

Case 1

"Mary is quite a fisherwoman and expects to go out the first day of the season. She claimed it is her only 'vice'. She had been out last night for catfish but did not catch any." Report voluminous with lot of information such as above. There seems to be a boy Michael who makes his home with her part of the time.

Case 2

"Client is busy in his Thrift Garden. He has a very nice lot of cabbages which are 'heading up' at present. Mr. ~~Davis~~ said he was trying to get his daughter, ~~Betty~~, who will be 16 in November, a job in ~~Paulsen~~ Silk Mill." She is at present a junior in Berwick High School. Visitor advised them inasmuch as she is following the Commercial Course, that it would be better that she continue her studies, but that if employment is secured, it would be necessary to report 2/3 of her earnings as income.

Case 3

In report of April 8, woman states that she has no insurance and wonders who would bury her if she died. Visitor said that probably her brothers could be persuaded to pay for this expense or if they would not, perhaps the county would. (Woman aged 61). She said she did not think her brother would let her go to a pauper's grave and the matter was closed. Woman showed visitor a very lovely little desk which she stated belonged to her brother. He let her have it since it had been her mother's. She stated that it was a rather valuable antique. Home visit report of September 8, reads: "Interview rather lengthy. Woman was reminiscing and also describing in stage whispers her quarrels with landlady. It seems they quarrel very frequently and say rather unflattering things." Too much of the visitor's time lost listening to and recording a lot of nonsense.

Case 4

In report of August 10: "Mrs. Bradford treats Lillian, her daughter, like a small child. Lillian was ironing when visitor arrived. Mrs. Bradford told Lillian to keep on ironing while the irons were hot. She told her which piece to take from the basket and iron next. When there was a difference of opinion between them Lillian very firmly told Mrs. Bradford not to argue with her and so on."

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Case 5

Part of report of visit on April 1: "Mrs. Givens, Pettit's daughter, is still herding her goats and has had misfortune and lost several of the doe. She calls it the 'borton disease'. The doe drop the kid before its birth and usually the doe and the kid die."

Case 6

Home visit of May 28, in part reads: "Marie was walking around the room with a hat on her head and no shoes on her feet. She later settled herself on the sofa stretching out with her head on her arms and her feet on the sofa."

Case 7

In home visit report of October 8, visitor describes in detail how she reached the second floor room, and also relates how Gladys sat in a corner in her pottie chair. Laura aged 1 sat on the floor.

Case 8

Report of visit of November 9, states that "Mrs. B. showed us pictures of her children and told us all about their behavior and idiosyncrasies, that she is not very fond of her husband, but that she really has no complaint about him as he did not drink, nor beat her." Too much time is lost in report writing upon home visits that do not bear upon the case.

Case 9

Unnecessary comments in client's history, such as: "The two children ran in and out of the house during the visit. The little girl is very attractive with long black hair. Mrs. M. does not want any more children. She feels too miserable."

Case 10

Old case - woman deserted - no support from husband. She falsified as to employment in 1934. Case closed but soon reopened. Woman has worked in shoe factory and done general housework but claims ill health. In January, 1937, woman let slip that husband was in the Army but this was not followed up by office, though other contacts reveal address unknown. Woman seems to have questionable social life; would be better employed - doctor claims she is employable. Has three children out of home - girls home are old enough to leave during day - 12½ and 11½ years. Husband should be held for children's support.

Case 11

"M stated that if he accepts work it must be steady and the pay average \$17.00 to \$18.00 per week. - If then one little slip or one little thing that goes wrong I will have to ask for help again."

1. The first part of the report is a summary of the work done during the last year. It is a very short summary, but it gives a good idea of what has been done. It is written in a very simple and direct style, and it is easy to read. It is a good example of how to write a summary of a report.

2. The second part of the report is a description of the work done during the last year. It is a very detailed description, and it gives a good idea of what has been done. It is written in a very simple and direct style, and it is easy to read. It is a good example of how to write a description of a report.

3. The third part of the report is a description of the work done during the last year. It is a very detailed description, and it gives a good idea of what has been done. It is written in a very simple and direct style, and it is easy to read. It is a good example of how to write a description of a report.

4. The fourth part of the report is a description of the work done during the last year. It is a very detailed description, and it gives a good idea of what has been done. It is written in a very simple and direct style, and it is easy to read. It is a good example of how to write a description of a report.

5. The fifth part of the report is a description of the work done during the last year. It is a very detailed description, and it gives a good idea of what has been done. It is written in a very simple and direct style, and it is easy to read. It is a good example of how to write a description of a report.

6. The sixth part of the report is a description of the work done during the last year. It is a very detailed description, and it gives a good idea of what has been done. It is written in a very simple and direct style, and it is easy to read. It is a good example of how to write a description of a report.

7. The seventh part of the report is a description of the work done during the last year. It is a very detailed description, and it gives a good idea of what has been done. It is written in a very simple and direct style, and it is easy to read. It is a good example of how to write a description of a report.

Case 12

"He is occupied now picking some coal for his own use for winter. The man complained of his lack of money and says he is seldom found at home but wanders around. He has not heard from his son for over 16 years. He says he is ashamed to write to him, or anyone in Europe, because he has no money to send. This may or may not be a valid complaint as the man is well known in the community as 'Moon-shine' Monahan. No change recommended." This is last visitor's report on October 4, 1937.

Case 13

Report of June 18 states: "Harry has police record and is believed to be a mental case. He stated he might have to go to jail again as he had been arrested on a disorderly house charge and the fine was \$25.00. He had to go to court next day and could not pay fine. He paid \$12.50 on it with the understanding he would pay the rest when he could. Later M was put in jail for non-payment of this price and released when he promised to pay a little each week. He has no prospects of work to date." Was on relief all this time.

Case 14

In report of January 1: "As soon as visitor arrives, Mrs. Henry tells her all the choice bits of gossip about all her neighbors. She seems much interested in them from that standpoint. She never saw things so bad; she is quite sure the country is going to 'the dogs'." The following appeared in visitor's report of July 14: "Mrs. Henry was very much interested in whether or not President Roosevelt was going to run for President for the third term of office and thinks it would be a good thing if he did." Too much personal matter of Mrs. Henry's that does not relate to case. Report of visits under dates of September 27 and October 25 are also unnecessary and takes up almost a half of page of typing.

Case 15

"Mr. Barney was reassigned to a project on September 22, 1937, but did not report as he does not consider \$60.50 a month adequate to maintain a family of seven. He was formerly employed at this salary but found himself unable to meet rent payments, secure adequate clothing for children. He maintains that he is a capable painter or stone mason, and as these positions command a higher salary requests assignment to one or the other. In view of the fact that his direct relief grant is \$15.65 we would recommend such an assignment if at all possible." Still on relief.

Case 16

April 26: "Woman was poorly dressed. She wore heavy woolen stockings much darned, and soft slippers. Her dress was dark blue with white collar. It was on the order of a uniform or bungalow apron. Her hair was up in curlers." Reports under other visiting dates, too lengthy.

Case 17

"Mrs. P. was dressed in bright blue cotton dress, blue celluloid band in her hair. Her dress sleeveless, exposing very large flabby arms. Greeted visitor cordially."

Case 18

Report of October 20, describes Mrs. Hausor's appearance as to the color of dress, kind of buttons and how her hair was combed; described her beautiful teeth and smile. Also report is made up like a court document, incorporating what Mrs. Hausor said and what the visitor said. Entirely too lengthy.

Case 19

"When visitor arrived at F. she found Mrs. F., three youngest children and Joe. The house was very untidy with apple peelings and cores under the beds and chairs. Mrs. F. was rocking in a chair and taking life easy. She told V. she was sorry that Mr. F. had just left as she was anxious for him to meet V."

Case 20

Visitor seems to go into detail about deplorable condition of home - giving a very detailed description of a dirty kitchen with the fragments of a previous meal on the table, etc. Then goes on to say: "The case was set up for restitution, but in reviewing it preparatory to making out summary visitor decided there was no restitution involved and recommended the case be squashed, and this was done November 9, 1937". (This is quoted from visitor's report November 19, 1937.)

Case 21

"Both Mr. and Mrs. D. were present and were very cooperative in giving information asked. Mrs. D. said she had been canning. She said she canned 56 quarts of blackberries and 56 quarts of huckleberries. They sold some berries in order to get sugar enough to can their own. She was making apple sauce to can." "At the Sheek General Store they stated Mr. D. is lazy and shiftless and could manage to feed his family if he would let drink alone. Mrs. D. is a hard worker."

Case 22

"Client is separated from her husband and since that time has been having an 'affair' with another man who is the father of the baby called Patsy." Most of reports go on to tell about this woman and her affairs with other men. It would appear from reports that she has had two illegitimate children in the past two years.

1. The first part of the report deals with the general situation of the country and the progress of the work during the year.

2. The second part of the report deals with the results of the work during the year and the progress of the work during the year.

3. The third part of the report deals with the results of the work during the year and the progress of the work during the year.

4. The fourth part of the report deals with the results of the work during the year and the progress of the work during the year.

5. The fifth part of the report deals with the results of the work during the year and the progress of the work during the year.

6. The sixth part of the report deals with the results of the work during the year and the progress of the work during the year.

7. The seventh part of the report deals with the results of the work during the year and the progress of the work during the year.

EXHIBIT #14BALLEGHENY COUNTY

Case: No. NZ-2928
Name: Alphonse Weibling
Address: 1305 Federal St., Pittsburgh, Pa.
Date of home visit: 3/31/37
Case visitor: Jones

DIRECT QUOTATION FROM VISITOR'S NARRATIVE

Called M. was out, and the kitchen was full of piles of filthy clothes. W. was doing her washing very slowly. Her main object in having V. call was to tell her that her C.G. was not high enough. V. explained that W. was receiving the maximum C.G. for a family of nine. W. told V. that she knew this was not true as she knows a woman with nine in her family who gets over \$19.00. V. inquired about the children and W. became so interested in talking about them that she forgot her complaints. She is very proud of all her girls. Loretta graduates from High School Feb. 1938. She is going steadily with Daniel Gartland, a gas station attendant. He is a nice boy and W. trusts him with Loretta. She told V. all about L's new suit. She made it and Daniel gave her clothes and a purse. Her grandmother sent her \$1.00 with which she bought hose and a scarf. Mildred has an enlarged gland in her upper right arm. This was removed at AGH two weeks ago. It is still bandaged and she will return to the hospital Sat. for a final dressing and will start to school next Monday. She was busy cleaning the hall and washing the stairs.

ALLEGHENY COUNTY

Case: N - 17636
Name: Catherine Rapp
Address: Rear - 710 E. Ohio St., Pittsburgh
Date of home visit: 6/25/37
Case Visitor: Baker

DIRECT QUOTATION FROM VISITOR'S NARRATIVE

Called W. at home. She had a large batch of noodles drying on the table. W. prefers these to bought noodles. Her health remains about

the same. W. is disinclined to complain. Her grandson still spends most of his time with W.

ALLEGHENY COUNTY

Case: NRNS - 4801
Name: William Strobel
Address: 2649 Ellis St., N.S. Pittsburgh
Date of home visit: 11/2/37
Case Visitor: Douglas

DIRECT QUOTATION FROM VISITOR'S NARRATIVE

"Home visit made. Mr. S. was not at home. Mrs. J. did not know where he had gone. Mrs. J. invited V. into the house to talk re: Mr. S. Mrs. J. asked if there was any possibility of Mr. S. being given employment". V. explained to her the general procedure. She at first gave V. the impression that she would ask Mr. S. to leave if he does not soon go to work. She said it is a bother having him around the house. He will not eat left-over food and expects meat, eggs, 2 cereals for breakfast. Even Mr. J. does not expect that. The other evening she had some cabbage remaining from the day before. She told Mr. S. she would fry it if he'd like to eat it. He said he was not accustomed to eating left-over foods. V. was informed he drinks bowls of coffee not cups. Then too, he does not have sufficient clothing. Mr. J. gives Mr. S. any old clothes he has but it is not enough and Mrs. J. does not feel she can buy him the needed things. When V. approached Mrs. J. with questions regarding Mr. S. she said she could not put him out because he is old and has been with her mother, then her sister, and now her family for a number of years. He helps her around the house, doing such work as cleaning windows, scrubbing floors, dusting, etc. However, he does not watch the children when she wishes to go out in the evening. Mr. S. reads a great deal, especially the newspaper. He would not think of even picking it up when Mr. J. is at home without first asking permission. Mrs. J. said her husband has tried to secure Mr. S. employment. Mr. S. goes out today looking for work. Mrs. S. said he is not lazy, never complains of being tired and is never ill. She becomes angry because he wears so many shoes out looking for work and not finding any. Mr. S. is clean about his habits and person.

Mrs. J. is a middle aged woman and rather heavily set. She is always neatly dressed and her home is clean and nicely furnished. She spoke of relatives who treat their help unjustly and said it is not her nature to be "mean" with people. V. left note with Mrs. J. asking that Mr. S. come to the D.O. on 11/16/37 for an appointment with V.

BLAIR COUNTY

Case: 1455

Name: James Auker

Address: 871 Seventeenth St., Altoona, Pa.

Date of home visit: Aug. 3, 1937

DIRECT QUOTATION FROM VISITOR'S NARRATIVE

"Application for reinstatement by James H. Auker refused at the present time until M will have an opportunity to present his proof of the fact that even though he lost considerable time from his W. P. A. employment it was due to factors of illness in his home which forced his presence there. — — — — —

M. was surprised to the point of nearly falling from his chair when interviewer brought to his attention the real reason for the dismissal record for him on the W.P.A. 403 effective 7/26/37 as "Readjustment of District quota in the State B." M. was at a loss for awhile even to talk. He finally admitted that he had lost a lot of time but immediately began to be on the defensive side saying that no one, "not even the hard-hearted relief workers" would hold a man to his job while his mother "lay dying". The mother's dying lasted 3 whole days and W. is still alive, at present and according to M better than before.

When he finally saw that he could not present those 3 days as covering all the time lost, he then said it was necessary for him to remain in the home to care for his wife who is under the constant attention of Dr. George Snyder of this city. When questioned by interviewers as to why the 17 year old son in the home could not attend to the nursing needs of his mother, M. became very indignant and said that "any fool, would know that a boy cannot care for a woman who is going through the change in life". He indicates that he stayed at home at the suggestion of Dr. Snyder and is willing to present a statement from the doctor asserting this fact. Interviewer accepted M's suggestion as to the presentation of a doctor's statement and presented M with the current S.E.O. SERB Form and with a family information form to be completed with a special indication as to his search for other employment."

BLAIR COUNTY

Case: No. 328

Name: George Boyles

Address: R. D. #1, Box 47, Altoona, Pa.

DIRECT QUOTATION FROM VISITOR'S NARRATIVE

(Part of 3rd paragraph of story reads as follows)

Mr. ~~Paylee~~ was quite friendly even though visitor reminded him he had not shown a very healthy attitude toward work in the past and she thought it was about time for his own sake and the sake of his family, that he should exert himself to get a job instead of depending on relief each time he got into trouble. He thought this was pretty good advice and agreed with visitor, adding that during the 22 days he spent in jail, he had a long time to think over what he had done and what he had failed to do. According to him, he is anxious to get to work in private industry, since as he expressed himself, W. P. A. does not amount to anything and a person cannot get ahead while working on these projects. He said he was more in debt now after having had W. P. A. work than he ever was before. Etc.

BLAIR COUNTY

Case: No. 1225

Name: John Wilkinson

Address: 1102 - 17th St., Altoona, Pa.

Date of home visit: 10/13/36

DIRECT QUOTATION FROM VISITOR'S NARRATIVE

The interview was a very trying one, as woman is very reticent about any details or information. She continually quotes "everyone should be as close-mouthed as I am." Added to this was a ridiculous coyness of manner which made woman practically disgusting to interviewer. She also tried to take advantage of the difference in sex by trying to touch interviewer's hand, tapping his foot under table, with this and other forms of physical contact, which interviewer ignored by placing himself in such a way as to obliterate any further attempts of this sort.

Interviewer is no diagnostician but woman presents a great many evidences of narcotic use; unequal but enlarged dilation of the pupils of the eyes, a marble-like pallor of the face and hands accentuated by ineptly applied rouge, paint, finger nail tint, etc. cold and clammy pallor of hands (see above) uneasy, jerky speech, long periods of silence before answering, "far-away" look, and general demeanor. Woman was especially uncommunicative about her daughters, especially about the two single girls living in New York City. Upon questioning by interviewer, she finally said that Ruth was working her way through high school by acting as a domestic after school hours.

SERB 3A was not examined by woman after signing. In her simple

fashion, she said she had watched interviewer make the entries and could be assured it was correct; this - even though throughout the interview she kept her eyes on Interviewer with constant winks, etc.

DAUPHIN COUNTY

Case: No. 14402

Name: Mary Rolland

Address: 2034 Boas St., Harrisburg, Pa.

Date of home visit: 7/10/37

Case visitor: Angela R. Banks

DIRECT QUOTATION FROM VISITOR'S NARRATIVE

July 16, 1937, "We visited and talked with Mrs. R. She is a very plump, young looking woman for her age. Her skin is very fine, unlined and seems to have a delicate natural color of its own. Her hair is mixed gray and black, apparently naturally curly, and seems to be well cared for. Mrs. R's manner is one of repression and forced resignation to the troubles that she tells us she has had. She is sadly aware of the fact that more than half of her life is over and she has neither accomplished anything nor had the normal good times that most people have. When she was a very small girl, she fell and struck her head on a very sharp object which pierced the back of her skull, and for a number of years left a sizable hole which is gradually becoming closed. Since that time, Mrs. R. has suffered with pains, which extend from her head down her spine that cause vertigo and general weakness. She told us her father had spent a great deal of money in trying to affect a cure for this difficulty but he had never found anything give her any relief. Her job in the library doing book repair for the W.P.A. was the first thing that she had ever been able to do with any degree of physical comfort. She had previously tried to take up a business course and had been going to Thompson's College night classes, but had been forced to stop when her W.P.A. job ended. She had not been able to take the course long enough to know whether or not she had any business ability. She said her feeling was one of utter despair when she received the notice of her lay-off from W.P.A. In her soft, almost expressionless voice, she told us how inhuman that act had seemed, that it didn't seem possible God could be so cruel as to take away the only thing in her life that had ever given her any satisfaction. It seemed like the end of her world and she might just as well voluntarily end her existence because, apparently, there was nothing to look forward to in this life. It was difficult to pin Mrs. R. down to any concrete discussion of her financial affairs. When we asked about her husband, she tells us she knows absolutely nothing about him. We told her

we understood there were some resources - for instance some sheep that had been on the property at Mechanicsburg and from which she formerly obtained some revenue. Mrs. R. claimed that she was entirely without resources of any kind and she was going hungry now and that if an order were not given to her soon, she would just have to commit suicide. We finally learned Mrs. R. pays \$5.00 a month for gas and electricity, her taxes and interest on her mortgaged property are noted above in this record. We said that the rent from her first floor apartment was a valuable resource but Mrs. R. airily waved her hand at \$15.00 per month and said that was only a drop in the bucket to the amount she really needed. We felt that this was all the information we could obtain from Mrs. R. at this time and perhaps something more definite could be obtained from her references."

July 22, 1937, "We feel there is sufficient demonstration of need to authorize relief for Mrs. Rolland, pending a more careful investigation into possible resources and aid from family. We recommend maximum grants to amount of \$4.75 less \$3.48 income from the apartment rental - grant of \$1.27 weekly.

Signed - Angela R. Banks.

LANCASTER COUNTY

Case: 0-21145
Name: Lawrence W. Merz
Address: 72 Locust St., Lancaster
Date of home visit: 9/2/37

DIRECT QUOTATIONS FROM VISITOR'S NARRATIVE

"He is the kind of person who is too heavy for light work and too light for heavy work, if you get what I mean." "Doesn't care whether he gets relief or not, but if he is so down and out he has it coming to him for the way he acted all his life."

LEHIGH COUNTY

Case: No. 39-18610
Name: Edward Sneider
Address: 116 Main St., West Catasauqua, Pa.
Date of home visits: 6/28/34
Case visitor: Martin Creitz

DIRECT QUOTATION FROM VISITOR'S NARRATIVE

Report from Mr. John Mertz of the Lehigh Valley Review that Mr. Sleider was in the office dressed in his wife's dress, complaining of not being able to get clothing from the County Emergency Relief Board. After consultation with Catasauqua office, supplied shirt and trousers from store room.

The household consists of Mr. Sleider, aged 50 years, his wife, aged 40 years, and a daughter Mary, aged 9 years. This family resides in an old barn which has been converted into their living quarters. It consists of several rooms, but one only is used, apparently for the sake of convenience. This room contains a double bed, a single cot, a range, a table, a bureau, and several other incidental pieces of furniture. The home is very untidy and unhealthy. The garbage is allowed to remain where it may chance to be, and is not removed unless it becomes too large a load. The food is not kept sanitary and lies around constantly exposed to germs, flies, and the like. There is a small dog in the home who is not housebroken, and no effort has ever been made to remedy this. The dog during the winter habitually sleeps in the bake oven and on one occasion, there was food being prepared in this oven while the dog was there.

From the Family Welfare records, the report comes that on Christmas of 1930 a former dog was cooked for dinner because of lack of food. At that time the case was referred to the Directors of the Poor, and Mr. DeWalt, the investigator, reported that Mr. Sleider was collecting so much food that he was sharing with relatives.

At one time Mr. Sleider was in the Catasauqua office of the S.E.R.B. and in the presence of the interviewer and the visitor, Mr. Sleider removed a bottle containing dog fat from his pocket and drank a portion, stating that it was "the only remedy for what ails you".

From reliable sources comes the statement that Mr. Sleider kills stray dogs and eats and sells the skins for cheap furs and keeps the meat for eating purposes.

At one time Mr. Sleider passed the Catasauqua Office of the S.E.R.B. and showed the visitor a box of meat scraps and ends of ham, all of which were moldy and green; Mr. Sleider stated that this was nothing--all he had to do was to wash it off and it would be all right.

On another occasion Mr. Sleider requested a pair of trousers from this organization and at the time there were none in stock. This was told to Mr. Sleider at every one of his visits to the office but still he felt that the visitor bore a grudge against him and consequently refused to grant the trousers. Several weeks later when he had not as yet obtained the trousers, he came to the office attired in one of his wife's dresses, stating that he was compelled to wear it since his wife had washed his overalls and they were not as yet dry. This was not true because the visitor immediately called at the home and the overalls had not yet been washed. He had been granted three pairs of overalls and one pair of trousers within one year by various social agencies. Later, the

same day, Mr. Sleider walked to Allentown in the woman's attire and was granted reconditioned clothing by the Family Welfare Organization.

Quite recently Mrs. Sleider requested underclothing inasmuch as she had none to wear and to corroborate her statement, she pulled up her dress and exposed her nude body (which incidentally was very filthy) to the visitor.

On a regular visit, Mr. Sleider confided in the visitor, and told him of his fondness for children but that he himself was physically unable to produce them. Mr. Sleider made suitable arrangements with a friend so that his wife could bear children.

The child as yet has not acquired any of her parent's crudities but she is approaching the stage where these actions will have an important bearing on her future.

The family is in fairly good health in spite of circumstances. Medical assistance from the S.E.R.B. has been rendered but once and that was for a chest cold contracted by Mrs. Sleider.

Mr. Sleider at one time was employed by the Bethlehem Steel Company and had the reputation of being a good worker until he met with an accident which caused a change in his actions. Since that time, he has worked for the Allentown Boiler Works, and the Hoch Contracting Company of Allentown. These latter named places of occupation do not speak very highly of Mr. Sleider and complained that he had a tendency to be lazy and shiftless. Mrs. Sleider has no work record.

It is the opinion of the present visitor that the entire family is mentally deficient, and cannot be held responsible for their actions.

PERSONNEL

Our examination of individual personnel records received from employees, comprising the direct relief organization and personal visits to representative County Relief Offices, indicates that the important function relating to the eligibility of relief clients has been delegated to a group of youthful and inexperienced visitors or investigators. Exhaustive tests were conducted in twenty-eight representative Counties for the purpose of determining the relative fitness of these employees, and it was ascertained that in six Counties, namely, Philadelphia, Allegheny, Lackawanna, Luzerne, Northumberland and Schuylkill, the average age of the visitors and investigators was approximately twenty-nine years. This phase of the examination further disclosed that the average visitors and investigators did not possess any business training prior to employment with the Department of Public Assistance, and their educational background comprised studies in social service work.

We desire to state that the existing law covering the administration of unemployment relief requires that the economic conditions of prospective clients should comply with certain basic eligibility rules and we feel that this type of relief should be disbursed and administered by persons who have mature judgment, sufficient business experience and a proper conception of human values. Our investigation has disclosed that the present basic personnel of the Department of Public Assistance is predominately controlled by academic social workers whose intelligence and education does not qualify them for the administration of public relief. It appears that the personnel operates under a misguided conception of the duties conferred by the relief laws and it is our opinion that the disbursement of direct relief is primarily a business proposition.

Your attention is directed to the fact that approximately 460,000 persons are receiving direct relief at the present time, amounting to \$5,000,000 per month, and the Commonwealth has entrusted the disbursement of these funds to a group of theoretical workers who do not appreciate the tremendous importance of this undertaking. The present practice of determining eligibility requires a knowledge of general business subjects and it is manifest that mature employees would command greater respect from relief clients. The inexperienced, youthful workers cannot successfully combat the ingenious arguments and schemes advanced by recipients. The personnel assigned to the metropolitan areas of Philadelphia and Pittsburgh, which comprise approximately fifty-seven per cent of the total case load, were exhaustively reviewed by us and it was astounding to note that the average age of the case workers in these Counties was twenty-nine years. Our personal review of the interviewers and investigators in these Counties compelled us to realize that these workers could not adequately perform their duties in view of the illiterate and transient type of client that applied for relief.

We conducted representative tests in various Counties and ascertained that the activities of the visitors are at present confined to eligibility requirements for relief, and the problem of family rehabilitation has been discarded by the workers. The present type of case worker has been trained to compile voluminous case histories or

narratives that are unrelated to the question of eligibility, and the examination of a substantial number of case histories indicated that the major portion of the visitors' working time is occupied with irrelevant matters of this character. The failure to visit relief clients after their eligibility was established and the delay in determining eligibility for new clients can be directly attributable to the wasteful policy of recording unnecessary case histories and interviews. The present policy clearly indicates to us that the entire Department is operating a tremendous business enterprise under a system that does not conform with modern business policies, and the administration and functional organization of the Department of Public Assistance is operating under an erroneous viewpoint as to its responsibilities.

We were impressed with the intelligence and educational attainments of the various employees of the Department of Public Assistance, but it is our opinion that these workers do not possess the proper qualifications for relief administration, and their viewpoints are incompatible with modern business practice.

Your attention is directed to Exhibit #15 reflecting an analysis of the average age of the personnel, sex and marital status, dates of appointment and educational background.

EXHIBIT #15

DEPARTMENT OF PUBLIC ASSISTANCE

SUMMARY OF PERSONNEL DATA COMPILED FROM REPORTS SUBMITTED BY EMPLOYEES.

<u>AGE</u>	<u>EXECUTIVE DIRECTORS</u>	<u>SUPERVISORS</u>	<u>VISITORS AND INTERVIEWERS</u>	<u>TOTAL</u>	<u>PERCENTAGE</u>
Under 20	-0-	-0-	-0-	-0-	-0-
21-24	-0-	2	240	242	11.79
25	-0-	8	193	201	9.79
26	2	19	218	239	11.65
27	1	26	181	208	10.14
28	3	30	142	177	8.62
29	4	21	119	144	7.02
30	4	17	88	109	5.31
31-35	14	57	283	354	17.25
36-40	3	31	144	178	8.67
41-60	14	31	155	200	9.76
TOTAL	<u>47</u>	<u>242</u>	<u>1,763</u>	<u>2,052</u>	<u>100.00</u>
AVERAGE AGE	<u>35-2/3</u>	<u>32</u>	<u>30</u>	<u>31</u>	

ANNUAL				
SALARIES	<u>\$129,49 0.00</u>	<u>\$435,347.00</u>	<u>\$2,104,555.00</u>	<u>\$2,669,392.00</u>

AVERAGE				
SALARY	<u>\$ 2,755.10</u>	<u>\$ 1,798.95</u>	<u>\$ 1,193.73</u>	<u>\$ 1,300.87</u>

SEX AND MARITAL STATUS

Male:

Married	24	36	225	285	13.89
Single	6	22	307	335	16.33
	<u>30</u>	<u>58</u>	<u>532</u>	<u>620</u>	<u>30.22</u>

Female:

Married	4	63	416	483	23.54
Single	13	121	815	949	46.24
	<u>17</u>	<u>184</u>	<u>1231</u>	<u>1432</u>	<u>69.78</u>

TOTAL	<u>47</u>	<u>242</u>	<u>1,763</u>	<u>2,052</u>	<u>100.00</u>
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EXHIBIT #15SUMMARY OF PERSONNEL DATA COMPILED FROM REPORTS SUBMITTED BY EMPLOYEES.

(Continued)

	<u>EXECUTIVE DIRECTORS</u>	<u>SUPERVISORS</u>	<u>VISITORS AND INTERVIEWERS</u>	<u>TOTAL</u>	<u>PERCENTAGE</u>
<u>DATE OF APPOINTMENT</u>					
Subsequent to					
July 1, 1937	-0-	1	226	227	11.06
January 1, 1937 to					
June 30, 1937	-0-	1	132	133	6.48
January 1, 1936 to					
December 31, 1936	3	3	37	43	2.10
Prior to					
January 1, 1936	<u>44</u>	<u>237</u>	<u>1,368</u>	<u>1,649</u>	<u>80.36</u>
<u>TOTAL</u>	<u>47</u>	<u>242</u>	<u>1,763</u>	<u>2,052</u>	<u>100.00</u>
<u>EDUCATION</u>					
Elementary	-0-	-0-	6	6	.30
High School	1	24	157	182	8.87
College	<u>46</u>	<u>218</u>	<u>1,600</u>	<u>1,864</u>	<u>90.83</u>
<u>TOTAL</u>	<u>47</u>	<u>242</u>	<u>1,763</u>	<u>2,052</u>	<u>100.00</u>
<u>SOCIAL STUDIES</u>					
Philadelphia School 11		90	226	327	15.94
of Social Science					
Pitt or Carnegie	13	59	230	302	14.71
Tech					
Others	15	51	387	453	22.07
None	<u>8</u>	<u>42</u>	<u>920</u>	<u>970</u>	<u>47.28</u>
<u>TOTAL</u>	<u>47</u>	<u>242</u>	<u>1,763</u>	<u>2,052</u>	<u>100.00</u>

NOTE Subject to comments in the report

STATEMENT OF COMMENTS OBTAINED FROM EMPLOYEES
PERSONNEL QUESTIONNAIRESMedical Attention

<u>P. O. Number</u>	<u>County</u>	<u>Comment</u>
00062	Allegheny	More adequate medical care such as tonsilectomy and herniotoies would increase employability.
00852	Erie	Medical attention is not provided under the present system.
01343	Luzerne	There is an obvious and pressing need of some sort of medical program.
01408	Luzerne	Medical care for clients.
01404	Luzerne	Advocate medical program.
01460	Luzerne	I believe and advocate a medical program.
01688	Northumberland	I feel that there is a definite need for some sort of medical assistance in most relief cases.
01719	Northumberland	Some sort of medical program for recipients of Department of Public Assistance aid.
01674	Northumberland	I believe that medical attention should be provided for clients as this point is consistently being raised by them.
03330	Northumberland	A medical clinic for recipients of relief.
01693	Northumberland	Medical provision for relief recipients.
01712	Northumberland	The establishment of some type of medical program as a part of the general set-up.
03329	Northumberland	Free clinic where clients can receive medical attention when necessary.
02337	Philadelphia	Medical relief is needed.
02196	Philadelphia	Medical relief is urgently required and special allowances for such particular needs as milk and special diets, and clothing.
02638	Philadelphia	Medical assistance and special diets for persons who need special food.

CONFIDENTIAL

EXHIBIT #17

Federal
WORKS PROGRESS ADMINISTRATION
For The Commonwealth of Pennsylvania
December 9, 1937

Mr. C. H. Ganteaume
Governor's Relief Survey Committee
Room 106
North Office Building
Harrisburg, Pennsylvania

Dear Mr. Ganteaume:

The following information contains facts and figures of the needs survey conducted by WPA in 1936 and the work program's attempt to have the Emergency Relief Board sponsor a second survey. I am sending this information in compliance with the request contained in your letter of December 8, 1937.

In July 1936 the Works Progress Administration in Pennsylvania began an investigation into the needs of its 250,000 project workers through the application of a "Needs Questionnaire." A force of a thousand investigators visited the entire WPA load in the state to learn whether employment with the work program was a matter of need.

It took six months to complete the survey. A recapitulation sheet December 30, 1936 revealed that 12,145 persons or 4.8% of the 250,000 were removed from the program on the grounds that the work was not an actual need. Six months later when the WPA in Washington, for reasons other than financial, ruled against making a second needs investigation, the Pennsylvania State WPA Administrator and the Division of Employment asked the Emergency Relief Board to finance a second investigation of its rolls. It was pointed out at that time that while the initial cost of the investigation would appear large it really was negligible when compared to the amount of money that would be saved in cash relief grants (the findings of the WPA needs investigation indicated that the monthly payroll saving would match the bill for the entire investigation).

Karl de Schweinitz, the relief administrator, however, turned the WPA's proposition down on the grounds that the addition of the many investigators the work would require would increase the administrative budget, although it was admitted the outcome of the investigation would reduce the total cash relief grants by millions.

One of the points in de Schweinitz's defense to date has been the reduction of administrative cost from 8 to 6 per cent.

Very truly yours,

J. BANKS HUDSON

State Administrator

EXHIBIT # 19a

EXCERPTS FROM THE REPORTS OF PUBLIC ASSISTANCE COVERING

COUNTY RELIEF OFFICES
OF
THE DEPARTMENT OF PUBLIC ASSISTANCE

Auditors' Summary Comments

Allegheny County

Our conclusions with respect to the efficiency of the personnel and methods used in administering relief in Allegheny County follows:

1. In our opinion the personnel is of average competence and is doing a fair job within the purview of instructions which are an outgrowth of administrative policies.

2. Speaking of personnel, we believe that the prevailing practice of adjusting the size of the staff to conform to a fluctuating monthly case load is harmful to the morale and efficiency of the staff. It would seem to us much better to allow each district office a fixed minimum personnel sufficient to handle the average case load and to retain this number regardless of fluctuation in load until the rise or fall exceeds a certain predetermined range. In this connection, we also believe that expense budgets should, if possible, be arranged to cover quarterly periods instead of running from month to month.

3. We are of the opinion that too much time is being spent by visitors in office work and in gathering and reporting social data irrelevant to the question of eligibility for relief.

4. In connection with the district office, there is a definite need for better housing facilities and for better office equipment than now provided.

5. As a further aid to the more efficient conduct of the central of executive office we suggest that the purchasing authority of that office be extended to permit the purchase of necessary supplies up to a reasonable amount with a minimum of formality.

6. We believe that one factor which tends to hamper the smooth flow of work and therefore to interfere with the efficiency of the office routine and case investigation is the frequent change in forms and procedure. We are of the opinion that a thorough study of the necessity for and efficiency of forms now in use would result in a reduction in the number of forms. In addition, consideration might be given to the compilation of an official manual outlining major policies in order to eliminate confusion resulting from frequent changes in methods and procedure.

Finally, we believe that a more business-like administration of relief would be achieved by placing business-trained executives in key positions throughout the relief organization.

Office Physical Characteristics

Allegheny County

The district offices appear to have been located (a) from the standpoint of availability of building space in proximity to the district served and (b) from the standpoint of rent economy. The buildings used are in varying stages of obsolescence. In some cases they appear to be fire traps and in most cases appear to be perilous to the health of the workers. In the case of the Southern District, the dictation booths used by the visitors are in the basement, which setting presents a most unwholesome aspect. Generally speaking, the district offices all have the appearance of having been set up under emergency conditions and so as to make the best of the accommodations afforded them.

We question the wisdom of an apparent policy of rent economy which subjects the workers to such unsatisfactory conditions. The total monthly rental for district offices is approximately \$300.00, which total pertains to three of the offices, the other two having rent-free quarters. We feel, providing no better buildings are available in proximity to the districts served, that the space rented in such buildings should be remodeled if they are to be continued in use as district offices.

Delaware County

The office at Chester is located in an old three-story building which was formerly a residence, now having a store front on the first floor. The building does not appear to be particularly well adapted to its present use. The heating and lighting facilities are poor and there are no sanitary facilities for applicants or clients. The building is of brick and wood construction and almost wholly lacking in fire-fighting equipment: the metal file cabinets containing important records do not appear to be of a type sufficiently fire resistant to afford a reasonable measure of protection.

Fayette County

The unemployment relief office is located on the second floor of a building in the downtown section of the city. The quarters were formerly used as a dance hall and appear large enough for the activities of the office.

Much of the space which has been rented is not used due to the fact that few alterations appear to have been made. The lighting and heating systems could be improved, and more attention could be devoted towards keeping the premises clean.

Lackawanna County

The space occupied in the Scranton-Central District Office is adequate to handle the present work load now performed and appears ample to

house the expected increase in personnel and work load which will result from the proposed consolidation of other relief branches as at January 1, 1938.

The space and facilities at the Mid-Valley District Office located at Olyphant, Penna., is limited and taxed to capacity under the present work load.

We also noted lack of necessary equipment in certain departments. The preparation of interviewers' and visitors' reports in the Scranton-Central District Office is facilitated by the use of dictaphones. Such equipment is not available for use at the Mid-Valley District Office necessitating stenographic dictated and written reports.

Much of the active information file in the Industrial Contact Department consists of fibre transfer file cases which are inadequate from the standpoint of efficiency and protection.

Approximately ten per cent of the furniture used is on loan from the International Correspondence School, for which no rental is charged.

Northumberland County

The Shamokin District Office, which, at the time of our survey, administered general assistance in the central and eastern portion of Northumberland County, is located in a three story building formerly occupied by a bank, at Rock and Sunbury Streets, Shamokin, of which building the relief office occupies one and one-half floors. The working space is spread over four levels including the elevated rear portion of the ground floor and improvised space on the roof of the bank vault and is very poorly arranged. The Industrial Contact Department, with three employees, occupies the improvised space on the roof of the vault under exceptionally poor light. The remainder of the office is very crowded and working conditions are generally poor. Due to the physical condition of the upper floor, the case records are of necessity located on the ground floor. The visitors' offices, on the other hand, are on the second floor, and as the visitors have to refer to the case records quite frequently, the unavoidable arrangement occasions lost time and effort and probably undue misplacement of case records. Although the restricted working space and poor lighting arrangements obviously must have a detrimental effect on the efficiency of the entire staff of this office, it would appear that the flow of work is routed as well as possible under the conditions.

Philadelphia County

From limited observation, it was noted that the North and Central district offices were crowded to the extent where efficiency may be impaired. Other divisions appeared to have sufficient space and the physical layout and arrangement were as good as might be expected of an organization which is constantly expanding and contracting in size.

Westmoreland County

The Westmoreland County Emergency Relief Administration office is located at West Otterman Street and Washington Avenue, Greensburg, Pa. In

our opinion, the office is not suitable to accommodate the organization necessary for the present assistance load. The waiting room is very small and not properly located. Other departmental quarters appear to be adequate for the present load, but do not provide much room for expansion. The assistance load will be increased after the first of the year due to the taking over of Poor Board cases and larger quarters will probably be necessary. We were informed that a new location for the office is being considered at the present time.

Visitors and Case Histories

Allegheny County

Just what portion of time is ordinarily spent by visitors in the office consulting with their supervisors we were unable to judge during our brief survey. Conditions during that time were not normal due to the heavy intake of applications, which required the use of supervisors as interviewers and caused the visitors to spend a great deal of time investigating new applications. In some instances the visitors had practically discontinued dictation of their reports in order to spend more time in the field.

It appeared to us from our perusal of case records that there was a considerable amount of dictation which did not necessarily affect the question of eligibility for relief. It was our reaction that the visitors to a large extent were endeavoring to do two things instead of one, namely, to paint a picture of the social condition of the client as well as to establish the client's eligibility for relief. It seems to us that the financial interests of the Commonwealth and the welfare of the relief clients would both be better served and protected by confining the activities of the visitors and their reports to the question of eligibility for relief. This is especially true in view of the fact that there is no authority, as we understand it, to go beyond the matter of direct relief in improving the social condition of the client.

We understand that consideration has been given from time to time to the development of standard forms for use by the visitors to establish eligibility, and we believe that further consideration should be given this subject.

Office time of the visitors could be partly eliminated by delegating to a clerk the task of revising budgets of clients where changes within individual active cases take place. This would appear to be a clerical task. Similarly the task of recopying face sheets and any other routine work could be done by a regular clerk.

Berks County

The visitors and the interviewers spend a considerable amount of time in maintaining and recording the information which is accumulated on the face sheet with regard to each case. We believe that more time than is necessary is required to be expended by the visitors in completing the application for assistance which should have been completed at intake. This observation

of course does not apply to the applications taken at the intake stations outside of the district office. We have been informed, however, that applications are referred to visitors by interviewers for such details as obtaining the signature of a wife in an instance where only the husband has signed the application for assistance.

It is our opinion that the time of the visitors should be utilized to the greatest possible extent in determining the eligibility of clients for assistance and in determining the continuance of such eligibility.

Another operation of a clerical nature the visitor is called upon to perform is the adjustment of the grant due to a change in the income of the client, particularly when such adjustment is occasioned through information acquired by the Industrial Contact Department. In our opinion, it should be possible for the notice of such change in income to be routed to a special clerk who would make whatever adjustments might be necessary and complete all forms necessary to change the amount of the grant or discontinue it altogether. After such change had been completed and approved the clerk could notify the client by mail of the change in the grant and the reason for such change and the visitor could have a copy of such notice routed to her so that the proper notation might be made in her note book for guidance in subsequent visits to the client. At the present time we understand that the visitor contacts the client to inform him of the change in the grant and also makes the required clerical changes which are necessary in the case record and to adjust the grant.

In order to expedite the work of recording the information gathered by the visitor on the occasion of a home visit it is suggested that consideration be given to the preparation of a form on which would be recorded the pertinent questions to which a visitor must necessarily obtain answers in order to determine the eligibility or continuance of eligibility. These questions could be arranged so that the answers could be very brief, either by inserting "yes" or "no" or a figure or number or date. This form might further be provided with columns so that a series of visits could be recorded on a single form. This would tend to reduce the number of sheets comprising the case history and likewise the size of the files. Some space should of course be allowed for remarks as the questions should not be presumed to represent or cover the entire scope of a visitor's observations on the occasion of a contact with the client.

It is believed that such a record would greatly increase the number of cases which could be handled by the social service department of any district office with the same number of employees due to the saving of the visitor's time as well as the typing time and file clerk's time in handling the case history with regard to the report of the visitor. A further saving of the supervisor's time would be made through having pertinent information uniformly recorded and concisely stated.

We were informed that at various times in the past requests have come from the administrative offices in Harrisburg for statistical information not currently available which required a great deal of the time of many employees to compile within the time limits stipulated for the return of this information. In such cases the gathering of this information was done

for the most part by the visitors and as a result their contacts with the clients were considerably reduced in number during the interval that the visitors were working on this statistical data.

Blair County

The executive director, supervisors and chief clerk plan the flow of work and schedule visitors' office hours. The time of stenographers is scheduled for writing up case histories for the visitors. Narratives on visitations in several of the cases that we reviewed appeared to be irrelevant for establishing the applicants' eligibility for relief or for continuing to receive relief grants. At the present time stenographers type the case histories as narrated by the visitors. Approximately ten per cent of the visitors do their own typing. We feel that a survey should be made of this operation for the purpose of determining if it is possible to more or less standardize the information necessary in case histories and also for the purpose of determining the advisability of using dictaphone.

Delaware County

It appears that each visitor spends in the aggregate at least one day each week in the office dictating case histories, writing letters, etc. It was noted during our examination that certain of the visitors were in the office during a part of nearly every day. Our review of the case histories indicated that they contain considerable data not pertinent to a determination of the continued eligibility of the recipient. We recommend continued instruction of visitors as to what should and what should not be included in the case histories.

Fayette County

Visitors or investigators operate on a schedule of three days in the field and two days in the office, the latter time being used for conferences with supervisors and dictation of case history to typists. The matter of making reports on cases appears to be too much of a ceremony. These reports contain much information and comment of an irrelevant and immaterial matter as to the eligibility of the case. If the visitors were required to write their case history in long hand there is a possibility that the comments would be somewhat shortened and to the point, and if this were done at the end of each day, the information gained by the visitor would be fresher in his mind. He could spend more time in the field and the time of the office typists used elsewhere if needed.

Lackawanna County

We examined the case history files of 800 active cases out of approximately 6,720 active cases on the rolls of the Scranton-Central and Mid Valley District Office at the time of our investigation for the purpose of determining the frequency of visits made on cases and observed and inquired into the efficiency of the work of the visitors. Our findings in this respect are as follows:

(1) We noted that considerable visitors' time (approximately 50 per cent) is spent in the office preparing data on cases to be investigated, reviewing case histories, preparing reports of visits, originating forms for changes in cases and discussion of problems with and securing instructions from supervisors.

(2) We also noted considerable repetition in the narrative of visitors' reports both with respect to duplication of the intake-interviewer's and previous visitor's reports.

(3) It appears that the visitors' reports frequently contained lengthy narrations relating to personal experiences of the visitor and extraneous conversations with non-relief persons present during the course of the visit.

(4) In Many cases the planned schedule of frequency of visits, normally at monthly intervals but now functioning at approximately six-week intervals, is not adhered to.

We were informed that reasons for the infrequency of visits are:

(a) Rapid fluctuation of high turnover of case load peculiar to the anthracite region.

(b) Interruption of case visiting to handle investigations resulting from high turnover.

(c) Rapid fluctuation in case load per visitor resulting in burdensome loads necessitating frequent redistricting.

(d) Interruptions due to personnel turnover.

(e) Interruptions due to vacations.

Evidences of the foregoing reasons appear throughout the case examined by us and are further substantiated by statistical reports.

The infrequency of visits and the failure of the recipient to notify the office of change in status of eligibility results in overpayments and necessitates filing claims for restitution.

We were informed by the supervising personnel that they are cognizant of the repetition and superfluity of the narratives in visitors' reports and are striving for brevity through an educational program.

We are of the opinion that consideration should be given to the possibility of devising a standardized form for visitors' reports wherein certain information required in all cases could be indicated and thereby eliminate much of the work involved in dictating and transcribing.

Our examination of cases also revealed that in one instance overpayment was made because the visitor failed to closely follow up anticipated

changes in eligibility. Consideration should be given to adoption of some method whereby prompt attention may be given to such cases at the approximate time the change is anticipated, either by specific direction of the supervisors or through a "floating" visitor. In the case referred to, delay in following up the anticipated change may have been due to the reassignment of the case to another visitor through redistricting.

We discovered one case which was closed according to the case record but remained in the active card file and payments had been made over a period of twenty weeks prior to our discovery. Upon investigation we found that all steps had been taken to close the case except that the discontinue notice (R.A.N.) either had not been prepared or was lost. We suggest that consideration be given to numbering the R.A.N.'s (Relief Authorization Notices) consecutively and an accounting for all numbers after clearance through the work in order to avoid repetition of the case referred to in the event that it occurred through loss or destruction of the notice.

Overpayments occurring through the failure to initiate and prepare the prescribed notice could be detected by periodic comparisons of the visitors' notebooks, which contain a brief of active cases, with the card file of active cases. We recommend that such periodic comparisons be made.

In the course of our examination of cases in the Mid-Valley District Office at Olyphant, Penna., we found that in a number of cases, visits had been made during September and October but had not been written up. We were informed by the district supervisor that a special effort was put forth during these months to visit cases which had not been visited for several months prior thereto and the recording of the visits on the records were deferred. This procedure may have its merits but is a deviation from the usual routine and therefore is recited.

Northumberland County

We were advised that each visitor is expected to spend approximately three days of each week in the field making visits and investigations and two days in the district office for reviewing case histories prior to making investigations, conferring with supervisors, dictating reports on visits and computing budget changes. Aside from the foregoing, visitors apparently are not required to spend any of their time in other clerical duties.

We noted that visitors spend a considerable amount of time in conferences with the Junior and District Supervisors, but as we are unaware of the nature of the discussions, we are not in a position to express an opinion as to the necessity for such conferences.

At the Shamokin District Office we observed that, prior to April 1937, the visitors' reports on interviews were generally written in long hand. Since that time practically all visitors have dictated the results of their interviews to stenographers added to the staff for the purpose. This is reflected by an increase in the stenographic staff from 3 on January 1, 1937 to 12 on November 27, 1937. Stenographers for this purpose have been employed in the Sunbury office since October 1936. However, at the latter office the visitors now dictate the results of interviews to typists for direct transcription. The effect of the change in manner of writing up reports of visitors' investigations may be summarized as follows:

- (a) Whereas prior to the employment of stenographers for this purpose, the reports of interviews were inclined to be short and at times incomplete, under the new procedure many of the transcripts are very lengthy and contain information which appears to be nonessential from the viewpoint of determining eligibility or continuance of eligibility although possibly of value from the viewpoint of social service.
- (b) Due to the physical set-up of the visitors' room at the Shamokin Office, those dictating appeared to distract the attention of others engaged in other duties.
- (c) Considerable increase in the stenographic personnel at Shamokin was necessitated.

To avoid the inclusion in the case histories of lengthy reports of nonessential information, we suggest that consideration be given to the development of a uniform visitor's report blank which should require brief answers to a list of questions and a check-off of matters investigated, to determine eligibility or continuation thereof. Such reports, uniform in character, would probably facilitate review by the supervisor or other interested persons, should serve as a guide for the assistance of relatively inexperienced visitors, reduce the visitors' time in preparing their reports, thus making available additional time for home visits, and also should permit elimination of a number of the stenographic staff.

Philadelphia County

With regard to visitors' reports on case visits, we noted that in many cases the reports contained information not relevant to the eligibility; that on revisits reports much repetition of information which was already in the record, and that reports were too lengthy We recommend that consideration be given to further standardization of the visitors' case report as a means of reducing the writing or dictating time of the visitor.

It is estimated that fifty per cent (50%) to sixty per cent (60%) of the visitor's time is spent in the district office. Much of this time is devoted to writing case reports. As mentioned elsewhere, this office time might be reduced if more dictating equipment (mechanical) were available. Also, further standardization of reports would reduce the work of both visitors and typists.

Westmoreland County

It is our suggestion that consideration should be given to the establishment of a better office control over the case loads of individual visitors so that visitors can be promptly notified of all changes in cases in their districts. As hereinbefore stated, monthly checks are now being made to determine whether or not all active cases are listed in visitors' case records. We also suggest that consideration be given to the use of a form to record any papers taken from the case file and the placing of such records in the case file until the papers are returned.

In connection with our review of selected active cases, we noted certain instances where the case history contained information which, in our opinion, was not necessary to establish eligibility or ineligibility. We were informed that case workers outside of Greensburg were allowed three days in each two week period in the office for dictating case histories and doing other office work while case workers in Greensburg spend such time as is necessary in the office. In our opinion, the elimination from case histories of information which appears to be irrelevant would somewhat reduce the amount of case workers' office time and reduce the work of typists. The extent of the saving, if any, which could be effected by this change could only be determined by a detailed study which could not be made in the limited time allowed for our investigation.

Frequency of VisitsAllegheny County

In the course of our review of the case records, we developed the following tabulation showing the number and percentage of cases which had not been visited since the dates indicated below:

<u>When Last Visited</u>	<u>Cases</u>	<u>Per Cent</u>
In November, 1937	223	12.4
In October, 1937	339	18.8
In September, 1937	283	15.7
In August, 1937	237	13.2
In July, 1937	229	12.6
In June, 1937	210	11.6
In May, 1937	132	7.3
In January, to April, 1937	98	5.4
In - 1936	<u>54</u>	<u>3.0</u>
Total Case Records Examined	1,805	100%

The theory of this test of case records is that if the entire case load, instead of 81/2% of the case load, were examined the percentage of cases which had not been visited for the various periods indicated above would hold good for the entire case load. On this theory 3% of the case load had not been visited since 1936, 5.4% had not been visited since sometime during the period January 1 to April 30, 1937, 7.3% has not been visited since May, 1937, and so on. Thus, 27.3% had not been visited since prior to July 1, 1937, a lapse of time considerably at variance with the generally accepted standard of a monthly visit to each client. To attain this standard of monthly visits will require a reduction in visitors' case loads and the limitation of visitors' duties to establishing eligibility for relief.

Berks County

We selected certain case histories for review for the purpose of determining the frequency with which home visits had been made to the client in order to verify the continuance of the client's right to receive assistance.

REPORT
NOTHING TO REPORT

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SECRET

SECRET

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SECRET

At the time of investigation, there were approximately seventeen hundred active cases receiving assistance in Berks County. We ascertained from the active card file those cases which were receiving assistance at September 1, 1937, and were still on the rolls at the time of our examination. We examined the case history of each of such clients with regard to the frequency of home contacts by visitors. The number of cases so examined was 427 and we found exceptions to be noted in 147 of these cases. Of the 147 cases examined

23 had been visited within a month:

11 not for 2 months:

60 not for 3 months

19 not for 4 months

27 not for 5 months:

6 not for 6 months: and

1 not for 8 months.

Based upon our observations, it is our opinion that a visitor cannot contact in one month of twenty working days a total of 140 clients at their respective homes and in addition make reference visits, do the clerical work presently required and also investigate new applications and reapplications in the Berks County District office where the clients are scattered over fairly large districts and the visitors for the most part use trolley cars as a means of transportation.

It is our understanding that the principal duties of the visitors are to determine eligibility and continuance of eligibility for assistance and that they should not extend the scope of their work to endeavor to include what is ordinarily understood as social service work looking toward the improvement of family living conditions, etc.

Blair County

A schedule of 55 cases submitted show four which have not been visited since relief was granted, although this relief has been granted within the preceding month. Of the remaining 51 cases the most recent visits were as follows:

39 cases 1 month or less:

7 cases 2 months:

2 cases 3 months:

1 case 5 months:

1 case 6 months: and

1 case 8 months:

Delaware County

From an examination of forty per cent of the active cases, seventy-three cases were discovered which had not been visited within the past three months or longer as follows:

12 cases had not been visited for 3 months:

15 cases for 4 months:

27 cases for 5 months:

14 cases for 6 months: and

5 cases for 7 months.

Fayette County

We reviewed 196 active cases and found that of this number approximately half were not visited regularly each month.

Northumberland County

In course of our test, we selected at random the case history files of 209 Northumberland-Snyder County cases, included in the active roll of 3,367 cases for the week ended November 27, 1937, for review of the frequency of home visits, and schedules are submitted showing 72 cases for which the last visit had been as follows:

42 cases within a month or less:

17 cases not for 2 months:

3 cases not for 3 months:

4 cases not for 4 months:

4 cases not for 5 months: and

2 cases not for 6 months.

Many of the cases indicated omission of the required home visits during the summer months particularly. This condition was explained as having been caused in part by not adding visitors to the payroll to substitute for those on vacation.

From the foregoing, there would appear to be a lack of control on the part of the supervisors over the frequency of routine visits to the cases assigned to each visitor. Closer review of the visitors' notebooks and comparison thereof with lists of assigned cases, probably would improve the supervisors' control over frequency of visits.

Westmoreland County

Schedules are submitted showing 146 cases to which the most recent visits were as follows:

87 cases 1 month or less:

25 cases 2 months:

19 cases 3 months:

5 cases 4 months:

4 cases 5 months:

4 cases 6 months:

1 case 7 months: and

1 case 8 months.

Records

Allegheny County

We noticed that the tub files which house the master index files in the central and district offices are made of wood. As these master index files have been built up at considerable expense and represent a highly valuable record, it appears to us that they should not be subject to the fire risk incident to wooden files.

We learned also that the individual property records maintained in the central office in Pittsburgh are duplicated in Harrisburg with considerable attendant difficulty in keeping the Harrisburg records in agreement as to changes of location, etc. It would appear to us sufficient to maintain the detailed property records in Pittsburgh and to submit semi-annual or annual inventories to Harrisburg where such inventories could be checked for missing items.

During the past six months statistical cards relative to each relief case were prepared by the visitors, but there is available in the central office no rapid means of compiling data from these cards. For

10/10/1918

Dear Mr. [Name] [Address] [City] [State] [Country]

I have the pleasure to acknowledge the receipt of your letter of the 10th inst. and in reply to inform you that the same has been forwarded to the proper authorities for their consideration. I am sure that they will give it the attention it deserves.

I am, Sir, very respectfully,
Yours faithfully,
[Signature]

I am, Sir, very respectfully,
Yours faithfully,
[Signature]

I am, Sir, very respectfully,
Yours faithfully,
[Signature]

I am, Sir, very respectfully,
Yours faithfully,
[Signature]

instance, a compilation of the changes indicated by the statistical cards is being made by hand, three clerks having been engaged in this work for some time. This compilation will not be completed until late in December at which time the information, representing statistics as of August 21, 1937, will already be four months out of date. In this connection thought should be given to the adoption of a punch card system for tabulating the information shown by the statistical cards. A suitable sorting device would then make available at any time the specific types of information indicated by the punch cards.

The preparation of a monthly budget appears to us to be the source of a considerable amount of office work, and we believe that thought should be given to the establishment of a quarterly budget. Such a budget should not only save office work but should permit a stabilization of the working staff by making the same less subject to frequent numerical changes.

The method of filing all case records, whether closed or active, in the same file should be given some study with a view to determining whether it would not be more efficient to divide the files as between active and inactive cases.

Berks County

With regard to the efficiency of the records, we noted that there is a duplication of some of the information entered upon the application form which is repeated on the face sheet known as form 200. In our opinion, consideration should be given to a combination of the application for general assistance with the face sheet in order to avoid the recopying of certain information shown on the application to the other form.

As an alternative proposal to combining the application with the face sheet it is suggested that consideration be given to turning over to clerical workers or typists the application when completed and having such clerical worker or typist transcribe whatever information may be necessary instead of taking up the time of the visitor or interviewer to do this purely clerical operation.

Delaware County

The records generally were carefully kept without duplication except that in the Industrial Contact Department there was at the time of our examination two files, of several thousand cards each, containing practically duplicate information. We were informed that the data on these cards are to be transferred to another type of card, after which transfer the superseded files will be destroyed. We believe that further consideration should be given to the question whether a complete retyping of the cards previously in use is necessary.

The first of these is the fact that the
 system is not a simple one. It is a
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 describe it in a simple way. It is a
 system of many parts, and it is not
 possible to describe it in a simple way.

The second of these is the fact that the
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The third of these is the fact that the
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The fourth of these is the fact that the
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The sixth of these is the fact that the
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The seventh of these is the fact that the
 system is not a simple one. It is a
 complex one, and it is not possible to
 describe it in a simple way. It is a
 system of many parts, and it is not
 possible to describe it in a simple way.

Fayette County

Most of the records prepared and used are prescribed by the Harrisburg office. There appears to be a certain amount of unnecessary work done, and certain forms used might possibly be revised or their use changed to provide more efficient handling of the work.

We found that the RAB'S sent to the Regional office were being signed by the budget clerk in blank. This was called to the attention of the Executive Director who has since issued instructions that the practice be discontinued.

Lackawanna County

A more detailed study of the forms might develop suggestions for increase in their efficiency and usefulness by redesigning or combining certain forms.

Northumberland County

Our survey of the forms in use, particularly with respect to those forms which are the basis of Case History files, disclosed that there have been several changes in individual forms, each revision apparently improving the efficiency of the form or its use, but of course, requiring a certain amount of work or expense in making the change.

Form 3-A, Application for General Assistance, and Form 2-CC, Face Sheet and Relief Authorization, both of which are elements of the Case History Files, duplicate certain information such as name, address, case number, family composition, etc. While the "Face Sheet" as a summary of essential information appears to be of value, we suggest that consideration be given to a possible combination of the forms indicated to eliminate the duplication.

We also noted a duplication in the use by the Restitution Agent of Form AB-15K, Restitution File Card, and Form AB-15, Claims Receivable Ledger Sheet. The former contains all of the information included in the latter and certain additional information. Consideration should be given to the desirability of eliminating one or the other of these forms.

Philadelphia County

A study of records, forms and procedures in use throughout the agency showed a smooth flow of work through the various departments. The records maintained and the steps taken in their preparation, in our opinion, are necessary in order to efficiently administer the duties of the various divisions.

Westmoreland County

Based upon our review of the forms and records used in carrying out the procedure outlined above it is our opinion that they generally adequately meet the needs of the office. Further, it is our opinion that the work of the office is scheduled in such a manner as to provide generally for the effective and efficient handling thereof.

EmployeesAllegheny County

The district offices, generally, have the appearance of temporary organizations fitting their various units as best they can into the space available under stress of emergency relief conditions. Certainly the flow of work, under such a setup, must be considerably less efficient than that which would obtain were proper office facilities made available.

In the district offices the clerical staff appears to be assigned to specific jobs and to operate smoothly. The visiting department appears to be less closely knit as to the relation between supervisor and visitors, and the latter appear to go and come pretty much at will, subject only to their assigned dictation periods, weekly staff meetings and daily production report. We believe that a more cohesive organization could be developed in the visiting department if a more business-like atmosphere prevailed. The stenographic group within the district offices seems to function well and to operate at capacity at all times. The whole setup would be improved if modern building and office facilities were made available.

The salaries of the supervisors should attract capable material, but it is probable that the salaries of visitors would not attract other than younger men and women. It appears to us that the job of visiting requires a settled person with sufficient experience to know the value of the relief dollar and with sufficient business training and background to secure the necessary information to establish eligibility and report thereon in a business-like manner and with proper dispatch.

The intake, interviewing, clerical and typing employees in the district offices seemed to be quite busy under the intake conditions prevailing during the period of our survey, but the visiting departments had pretty much the air of "business as usual" and seemed to move at a leisurely pace. It should be mentioned here that during the period of our survey a great many visitors had been switched from their regular duties to those of intake interviewers to accommodate the increasing number of applications. While the claim was made by some of the executives with whom we discussed the question that a great deal of overtime

was put in to expedite decisions on applications, we observed during the course of our stay in the district offices that most of the employees observed the regular closing hour.

We drew the impression from observation during our survey that the attitude of employees is somewhat affected by the insecurity of their positions due to the monthly eliminations of personnel predicted upon budgetary authorization. We repeat in this connection the suggestion contained in an earlier part of this report that a stabilizing factor could be found in the use of a quarterly budget. Such a budget could permit a discretionary range in number of personnel rather than set a definite limitation on each class of employees.

Berks County

We were informed that one of the causes for the lack of more frequent visits to clients' homes was the prompt removal from the staff of visitors and other employees in direct relation to the decline in the work load. The removal of visitors from the staff necessitates a redistricting of the cases formerly handled by such removed visitors and the reassignment of such cases to another visitor. Occasionally it happens that the re-assigned cases fall in the geographical section of the retained visitor's district which has just been visited and accordingly such cases are not contacted in the normal course of events until the next regular trip of the visitor to that particular section of her district. We have been informed that there have been instances in the past where a second redistricting has taken place before cases previously assigned as a result of redistricting had been visited.

It is our understanding that the aim of the department is to operate the district offices with a minimum of personnel and expense. We desire to point out that the hasty reduction in staff frequently makes more costly the actual operation of the district office than would be the case had less frequent disruptions in the personnel of the organization occurred. The actual difference in the cost of operation is of course impossible to calculate with any degree of exactness. However, it should be well recognized that at various seasons of the year reemployment of personnel is required which in many instances would necessitate the breaking in of entirely new staff members because those previously dismissed had found other employment. Furthermore, a slightly over-staffed condition assures a much better flow of work during vacation periods and also permits the prompt adjustment of matters which otherwise would accumulate when work is done at peak load capacity for any considerable period of time.

Blair County

During our visit at the Blair County Emergency Relief office our auditors talked with several of the employees and observed the activities conduct and attitude of the personnel toward their work. The organization

1. The first part of the paper discusses the importance of the study and the objectives of the research. It also mentions the scope of the study and the limitations of the study.

2. The second part of the paper discusses the methodology used in the study. It includes a description of the sample, the data collection methods, and the statistical analysis used.

3. The third part of the paper discusses the results of the study. It includes a description of the findings and a discussion of the implications of the findings.

4. The fourth part of the paper discusses the conclusions of the study. It includes a summary of the findings and a discussion of the implications of the findings.

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impressed us as being of a high type, conscientious in their work, and cooperative with one another. We noted from the records that a large percentage of the personnel had received a business or a college education and that all of them had previous business experience prior to being employed by the Blair County Emergency Relief Administration with the exception of three.

Fayette County

We are informed from time to time difficulties arise between the visitors and supervisors and to prevent the clash of personalities visitors are shifted to another supervisor. The bulk of the colored cases are handled by one white and one colored visitor. The county supervisor is of the opinion that the supervisors are handling too large a case load to give it proper attention. Possibly with the elimination of the card records on active cases, which they maintain, and the delegation of the preparation of statistical reports to clerks, they could spend more time in actual supervision.

Northumberland County

The district office supervisors appear to be well adapted for their present duties and impressed us favorably. During the period of our survey, the employees with whom we had contact indicated that they had adequate knowledge of their duties and were hard workers. The general quality of the work at the Sunbury office appeared to be better than that of the Shamokin office. The latter condition is probably due in part to the crowded facilities at that location. As shown by the summary of personnel presented above, the number of stenographers appears large in comparison with the number of visitors and supervisors, particularly in the Shamokin office, and in this connection reference should be made to our observation as to the reports prepared by visitors.

Philadelphia County

We are of the opinion that the Philadelphia County Board of Assistance is efficiently organized: that the administrative staff, department heads and personnel are competent: that no excessive salaries are paid; that records, reports and forms maintained and prepared are necessary and that there is little duplication of effort and work.

We are of the impression that the personnel, as a whole, is competent and efficient and that there is little overlapping of employees' duties. The manner of supervision of employees results in satisfactory performance and efficiency on their part.

The research and statistics personnel consists of one administrative assistant, one statistician and six clerks. We are of the impression that the personnel is set up on an emergency basis rather than based upon the regular routine flow of work.

Inasmuch as the industrial contact department maintains a file of approximately 4,000 employers and 500,000 employees and the payroll of this department is approximately \$3,500.00 per month, we believe that consideration should be given to any possible saving which might accrue through the transfer of what appears to be the major function of this department to the Social Service Exchange.

At the same time, the government has been
working to improve the infrastructure of the country
and to attract foreign investment. The government
has also been working to improve the education system
and to provide better healthcare services.

The government has also been working to improve the
economy and to create more jobs for the people. The
government has also been working to improve the
environment and to protect the natural resources of the
country.

The government has also been working to improve the
social services and to provide better housing for the
people. The government has also been working to
improve the transportation system and to provide
better communication services.

The government has also been working to improve the
healthcare system and to provide better medical services
for the people. The government has also been working
to improve the education system and to provide better
teaching services.

The government has also been working to improve the
economy and to create more jobs for the people. The
government has also been working to improve the
environment and to protect the natural resources of the
country.

Westmoreland County

During the course of our investigation we contacted the executive directors, certain office workers and some case supervisors and case workers and based upon these contacts and our investigation of the records of the office, it is our opinion that the employees generally are efficient, conscientious and well suited for the positions held by them.

Restitution ClaimsAllegheny County

The principal cause for claims for restitution is the failure of clients to disclose the fact that some member of the family group either had employment or income at the time of the application or failed to notify the relief office that employment or additional income had been acquired subsequent to the filing of the application; another principal cause is the failure to disclose assets owned at the time of application or acquired since filing the application. Apparently the industrial contact group provides the source of a considerable number of claims by investigating payrolls of various businesses and transmitting these payrolls to the several district offices where they can be checked against the relief rolls. The length of time the client is able to conceal unwarranted receipt of relief has ranged from a few weeks to as long as two and one-half years. The amounts of claims range from a few dollars to as much as \$1,900.00, the latter being the largest single claim which came to our attention during the survey.

The functioning of this office could be improved by being afforded additional help in the matter of settling claims and by the establishing of a better method of internal audit, as well as by surprise audits by the Auditor General's Department. The bookkeeping records which control the detail of clients' accounts could also be improved.

Blair County

The accounting for the restitution claims appears to be well kept. Payments are received and accounted for by the secretary to the Executive Director, who, we are informed, is a bonded employee. The amount of a restitution claim is determined by the industrial contact department and finally approved by the Executive Director. Prenumbered receipts are issued for the payments made, a copy of which is forwarded to Harrisburg together with the amount of the remittance. In our opinion, it would be advisable to delegate this work to two persons, one receiving the cash and issuing a prenumbered receipt to the person making the payment, and the other making the proper accounting for the money received.

Fayette County

The handling of restitution claims is delegated as a part time job. We are informed that the man in charge of this work also handles C.C.C. enrollments, is secretary of the labor review board, and does some special

interviewing. It appears that this should be a full time job and that the person responsible for it should be of an aggressive nature.

The restitution ledger shows that at December 1, 1937 recorded claims outstanding amounted to \$20,296.90. New cases added since February 1, 1937 amounted to \$9,559.78. Collections since that date amounted to \$1,737.52. Of the total claims listed above, approximately \$9,000.00 represents claims against clients receiving Old Age Assistance for the period of time during which unemployment relief was continued due to delay in the Old Age Assistance payments. We are informed that no action is being taken toward collection on these cases pending further information as to collectibility on account of legal interpretation of liability.

The above figures as to restitution claims do not include a number of claims on which card records have been made, but which have not been entered on their ledger, pending receipt of signed agreement, information as to amount of claim, etc.

We are informed that regulations do not permit the visitation to the defendants in connection with collection of these claims, the only attempt being made by correspondence. Collections are forwarded to Harrisburg periodically each month.

Lackawanna County

A certain amount of unnecessary work is involved in initiating and accounting for a restitution claim. Three cards, all originals, bearing the name, address and case number, are prepared.

In addition to the card record, a loose-leaf accounts receivable ledger is maintained for all claims. The information appearing on the ledger sheet is practically the same as appears on the card. We suggest a form be prepared which will permit preparation of carbon copies, one of which will become the accounts receivable ledger.

With the recently increased personnel and the constantly growing list of pending cases, the department is now approximately twelve months in arrears with its work.

No outside contact work is done to secure signed agreements on established claims when the recipient refuses to respond to the request to report at the office for an interview.

Collection effort on signed restitution agreements is also limited to correspondence, but no outside contacts are made.

We understand that legal action should be taken against recipients who fail to present themselves or who refuse to sign restitution agreements after the cases are reviewed by the legal department in Harrisburg and fraud alleged.

The first part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom.

In the second part of the paper the author discusses the results of his experiments on the structure of the atom. He shows that the results of his experiments are in good agreement with the results of the experiments of other authors.

In the third part of the paper the author discusses the results of his experiments on the structure of the atom. He shows that the results of his experiments are in good agreement with the results of the experiments of other authors.

In the fourth part of the paper the author discusses the results of his experiments on the structure of the atom. He shows that the results of his experiments are in good agreement with the results of the experiments of other authors.

In the fifth part of the paper the author discusses the results of his experiments on the structure of the atom. He shows that the results of his experiments are in good agreement with the results of the experiments of other authors.

In the sixth part of the paper the author discusses the results of his experiments on the structure of the atom. He shows that the results of his experiments are in good agreement with the results of the experiments of other authors.

In the seventh part of the paper the author discusses the results of his experiments on the structure of the atom. He shows that the results of his experiments are in good agreement with the results of the experiments of other authors.

In the eighth part of the paper the author discusses the results of his experiments on the structure of the atom. He shows that the results of his experiments are in good agreement with the results of the experiments of other authors.

In the ninth part of the paper the author discusses the results of his experiments on the structure of the atom. He shows that the results of his experiments are in good agreement with the results of the experiments of other authors.

In the tenth part of the paper the author discusses the results of his experiments on the structure of the atom. He shows that the results of his experiments are in good agreement with the results of the experiments of other authors.

Since the inception of the department in July, 1935, approximately 100 restitution claims have been established but not closed because the recipient either could not be located, refused to sign agreements or refused to report for interview. We were informed that a few cases were prosecuted during 1935 and none from that date until September, 1937. At present three cases are in Court and fifteen are ready for presentation to the Court.

Collections on claims are received by the restitution department in the form of checks, money orders and currency. Receipts are given to or mailed to recipients and the collections forwarded to Harrisburg by registered mail on the average of twice weekly. The funds are handled only by the restitution agent and one clerk. There is no independent verification made of the funds collected. We suggest consideration be given to the setting-up of an audit control by the Auditor General's representatives in the regional office.

Northumberland County

We have surveyed the procedure and reviewed the forms in use in the restitution department. Except for the possible duplication, as mentioned before, of Form AB-15K, Restitution File Card, and Form AB-15, Claims Receivable Ledger Sheet, the forms in use appear to be necessary and adequate. The restitution agent, who is under bond, collects all monies and makes remittances by registered mail to Harrisburg. We are of the opinion that consideration should be given to the maintenance at Harrisburg of some form of control over pending cases as well as established cases.

Philadelphia County

Consideration should be given to the possible results which might be obtained through a closer follow-up of deferred restitution claims by the use of additional investigators.

The present procedure of maintaining the claims receivable records, we believe, could be improved through the use of a claims register and claims collection record as sources of posting to the claims receivable control and the individual claims ledger accounts.

Two of the clerks have access to and collect cash. One clerk is bonded to the extent of \$2,500.00, where as the other is not bonded.

We believe a more adequate system of internal check could be obtained by delegating one person to handle collections and another individual to keep the claims receivable ledgers and send out monthly statements of such claims to the debtors.

Westmoreland County

Certain of these claims, as shown by schedules, were not included in the control but were set up as "Memos". In our opinion, all claims, as determined, should be included in the control.

We noted that the employees who maintained the record of restitution claims handled the collections made and remitted the funds collected to Harrisburg. It is our suggestion that consideration be given to having the records relative to restitution claims kept by an employee other than the one handling collection on these claims.

Internal Audit

Allegheny County

We found that considerable care was taken to be able to determine at all times where particular case records were located and to return the same to the files as promptly as possible. We also noted that the approval of expense bills and traveling expense accounts and the preparation of payrolls were surrounded with a reasonable number of safeguards.

The restitution department in the central office, so far as we could determine, did not have a system of internal audit, nor, up to this time, had it been audited by the Auditor General's Department.

Berks County

We found very little evidence of any internal auditing procedure, with the exception of the checks placed upon the several steps which are taken before the amount of the grant is finally determined and officially transmitted to the regional office.

Fayette County

Approximately once a month copies of relief checks issued for one week are sent to Uniontown, and we are informed that these copies are compared with the file of active cases. The authorizations for relief in the individual case files are, of course, initialed by the visitor, checked by the budget clerk, and approved by the supervisors.

At the time of our survey the relief authorization notices, which are mailed to the financial division in Pittsburgh, were being signed in blank by the budget clerk before typing to facilitate the

flow of work through his department. We called this to the attention of the Executive Director, who has ordered this practice discontinued. We believe there is a necessity for further internal control to prevent improper issuance of these authorizations.

Lackawanna County

In the district office there is no audit section or system of internal check functioning as such. It is our opinion that the establishment of an audit section, independent in its work in the district office and cooperating with the regional office, would, among other accomplishments, reduce or eliminate many of the cases of over-payment of relief and the resulting work involved in restitution claims as shown to have occurred and commented upon elsewhere in this report. We recommend that the audit section of the Auditor General's Department in the regional office audit the records in the district offices so that a control is had between the relief authorization office and the disbursing office.

Northumberland County

We suggest for consideration that the Auditor General's Department conduct a more frequent check of the activities of the relief offices particularly as they relate to coordination with the regional office records. In this connection we are of the opinion that the copy of the relief authorization notice which now is sent to the regional office for use of the representative of the Auditor General's Department be sent directly to such representative under separate cover, accompanied by a copy of the transmittal letter sent to the regional office. Consideration also might be given to the desirability of prenumbering relief authorization notices in order to obviate any loss of such authorizations, particularly grant changes, after the notice has been prepared.

EXHIBIT 19b

EXCERPTS FROM THE REPORTS OF PUBLIC ACCOUNTING FIRMS
PRESENTING INFORMATION UPON THE
REGIONAL OFFICES

OF

THE DEPARTMENT OF PUBLIC ASSISTANCE

Records

Philadelphia

There appeared to be some duplication of work in recording changes in names, addresses, and grants, and in the installation, resumption, and the discontinuance of cases, all as indicated by Relief Authorization Notices received from the several district and county offices. Certain information contained in these forms, of which an average of approximately 1,200 a day were being received at the time of our investigation, is entered on both Master File cards and Case Ledger cards. We suggest that consideration should be given to the elimination of the recording on the Master File card of such information given in Relief Authorization Notices as is also entered on Case Ledger cards, and to the use in lieu of the present Master File cards of new cards which would bear the impression of each new or latest revised addressograph plate.

Pittsburgh

During our review of the procedure followed by the Regional Office we noted that information disclosed by relief authorization notices relative to date and amounts of new and resumed cases, dates of discontinued cases and dates and amounts of grant changes were posted to the master file and also to the ledger card. The master card is filed alphabetically for all cases handled by the Regional Office, separated between active and inactive cases, while the ledger card is filed by case number under the county in which the assistance grant originated. It is our opinion that a cross reference file is beneficial and should be continued but we question the necessity of posting data relative to new grants, discontinuance of grants and changes in grants to both the master file card and ledger card. However, due to the limited time available for our investigation, it is our suggestion that a more complete study of the use made of the relief authorization notice date posted to the master file card and ledger card be made to determine whether or not it is necessary to post this data to both records. In our opinion, the discontinuance of the posting to one record or the other would not materially reduce the cost of the operation of the office but might result in the elimination of two clerks.

As hereinbefore stated, the numbers of the relief recipients' checks are posted to individual ledger cards. We noted that the numbers on the checks being used were large and suggest that a study be made to formulate a plan whereby the number of digits or combination of digits and letters identifying the check be kept as small as possible in order to

reduce, if possible, the work involved in posting check numbers.

Harrisburg

We understand that the matter of eliminating either the master file cards or the case ledger cards has been considered. In our opinion, both files are valuable, the master file cards to disclose at the source errors and irregularities which might otherwise disturb the smooth routine of the office procedure, and the case ledger cards to provide a complete record of assistance grants and particulars as to the status of checks which have been held, returned unclaimed, etc. A combination of the two into one file would be impracticable due to the frequent references now made to both records for different purposes. We suggest for consideration, however, that the master file card be only an imprint of the addressograph plate and that, at the time changes are made in such plates, new master file cards be imprinted (as is now done with proof cards returned to the Relief Offices) and substitution of the revised card made. Posting of all changes could continue to be made on the case ledger card which would then, as now, contain the complete history of the case as it related to assistance grants made and the master file by the change would not appear to suffer any reduction in the efficiency of its use. The direct effect on the personnel cannot be definitely estimated but elimination of the entries on the master cards would probably release the services of at least one clerk under the present volume of transactions.

Scranton

In the matter of 6-cc cards and master files it appears that the 6-cc cards could be used for most of the data posted on the master file cards and thereby eliminate duplicate postings. Consideration should be given to a rearrangement of these cards.

Internal Audit and Protection of Records

Philadelphia

Consideration should also be given to having Relief Authorization Notices prenumbered so that an accounting for all such forms could be made to guard against loss of completed forms prior to their receipt in the Regional Office, and to the desirability of having the representatives of the Auditor General make comparisons of the records of active cases on the relief rolls maintained in the Regional Office with those maintained in county and district offices or by visitors connected therewith.

The duties of the internal auditors in the Regional Office of the Department of Public Assistance did not appear to be well defined, and were not carried out in accordance with the program. The Comptroller explained that these positions (internal auditor and one assistant) had been filled only recently and that he had assigned duties in accordance with immediate desiderate. It appears to us that the internal audit would be more valuable if the auditors were required to devote at least part of their time to procedure not subject to modification by the local Comptroller.

Pittsburgh

The Auditor General's Department is required to approve requisitions for assistance funds. At the present time representatives of the Auditor General's Department are checking the assistance rolls prepared by the Regional Office from relief authorization notices received by the Regional Office. In order that the check of the Auditor General's Department may be more effective we suggest that consideration be given to having one copy of the relief authorization notice mailed directly to the Auditor General's Department from the various county offices in which they originate and to having relief authorization notices prenumbered so that all notices could be accounted for.

An internal auditing staff of two is maintained in the Regional Office for the purpose of making test checks of the accuracy and efficiency of the work of the Office. Based upon information obtained and observations made, the work of the internal auditing staff adequately meets the needs of the office.

Harrisburg

We also suggest for consideration the advisability of prenumbering Relief Authorization Notices in order to disclose loss thereof, if any, between the time of preparation in the Relief Office and the time of forwarding to the Regional Office.

In connection with our survey of the addressograph section, we observed that the addressograph plates were not maintained under locked control of the section head. We suggest that such control be established in order to obviate possibility of substitution of plates by persons not responsible for the operation of this section.

At present there is no comprehensive or established procedure of continuous internal audit of the records and transactions of the Regional Office although an employee is on the payroll under the classification of auditor. We are of the opinion that this section should expand its functions to include frequent test checks of records maintained by the Relief Offices as against those of the Regional Offices with particular attention to inquiry into those cases in which the clients continue to receive payments over long periods of time, to determine if adequate contact is being maintained by the Relief Office with the clients to assure that such grants should remain unchanged.

In the event it is considered advisable to adopt a system of pre-numbering Relief Authorization Notices, as suggested hereinbefore, the internal auditor's duties should include the maintenance of control over copies of the transmittal letters and the accounting for all Relief Authorization Notices.

Scranton

One employee of the Department of Public Assistance devotes his entire time to the auditing of the work and records, and the reports and

documents prepared and sent to Harrisburg. In our opinion, the extent of internal audit is adequate but there is no tie-up between the Regional Office and the District Office in the matter of relief by a dollar control. We were informed that the last check of records of active relief cases as shown by the District Office with those of the Regional Office was made during the latter part of 1936 when commodity relief was discontinued. We recommend that periodic comparison of these records be made in order to verify that relief checks are being sent only to persons carried on the active relief rolls of the District Office. In order to be certain that the Regional Office receives all R.A.N.'s issued by the District Office, we recommend that the R.A.N.'s be numbered consecutively. At present if an R.A.N. is lost between the District Office and the Regional Office it would not be discovered unless a comparison is made of the active relief cases in the District Office with the roll in the Regional Office. Unless this fault is eliminated persons may be continued on relief who are not entitled to receive it, due to having become ineligible and the proper notice has not been passed to the Regional Office.

Employees

Philadelphia

While the time at our disposal did not permit a close study of the efficiency of the employees of the Regional Office of the Department of Public Assistance, it appeared that they were closely supervised; their replies to interrogation indicated adequate knowledge of their duties.

Based on observations made during the period of investigation, the number of employees engaged in the Regional Office of the Department of Public Assistance appeared to be ample to handle the present normal volume. It is our opinion that unless it is found practicable to eliminate certain duplicate postings as mentioned on a foregoing page of this report any material reduction in staff would require employees to work overtime in anticipation of holidays. During the period of our visit to the office the organization appeared to be working efficiently and smoothly.

Harrisburg

From our survey of the personnel it would appear that supervision of employees is adequate and efficient. Department heads and employees had adequate knowledge of their duties and displayed no indications of non-essential activities.

It would appear that a saving in personnel might be accomplished by giving effect to the recommendation as to the modification of the master file to eliminate postings thereto, the result of which probably would be the elimination of one clerk at approximately \$1,000.00 per annum, by a re-arrangement of the work now performed by the Controller, Assistant Controller and Accounting Department Head, through which one employee at about \$2,500.00 per annum probably could be eliminated.

Scranton

All employees are familiar with their work and seem efficient in their duties.

GeneralPhiladelphia

The physical arrangement of the Philadelphia Regional Office appeared to be well planned and to be complemented by records generally well designed and permitting the discharge of responsibilities with dispatch. The work appeared to flow smoothly and to be handled efficiently.

Pittsburgh

In our opinion, based upon our investigation, and observations, and subject to the limited time allowed for the investigation, the Pittsburgh Regional Office of the Department of Public Assistance is efficiently and economically operated and capably administered.

Scranton

We found the routing of work through the office well planned and expeditiously performed. The Regional Office is, however, subject to peak loads on writing and mailing days due to the practice of the district offices mailing from 60 per cent or more of their R. A. N.'s to arrive at the Regional Office on these days. We suggest that effort be made to correct this condition in order that the daily work in the Regional Office may be more evenly distributed.

EXHIBIT 19c

EXCERPTS FROM PUBLIC ACCOUNTANTS REPORTS COVERING THE
HARRISBURG ADMINISTRATIVE OFFICE
OF THE
DEPARTMENT OF PUBLIC ASSISTANCE

Supervision over County Organizations

The department maintains contact with the county offices by means of seven administrative field assistants and fourteen field representatives. The field assistants advise the county offices with respect to office methods. The fourteen field representatives on their visits to the county offices advise on matters of general administrative policies. In the final analysis, the fourteen field representatives constitute, to a large extent, the only direct supervisory contact that the administrative office at Harrisburg maintains with the county offices. Since they cover 67 counties, it is evident that this supervision is somewhat limited and particularly so with respect to the supervision exercised over the case worker whose efficiency is an important factor in the success of the assistance program.

In this respect we make the following observations and suggestions:

1. That consideration be given to the elimination of the administrative field assistants. The services which they render, we believe, should be performed by the field representatives. This consolidation may not reduce the personnel to the extent of seven employees, but the service heretofore performed by two separate individuals on their visits to the county offices will, under this suggestion, be performed by the same person.

2. That the efficiency of the case worker is a large factor in the proper administration of relief. That the viewpoint of the case worker, whether predominately social minded or business minded, has a bearing on the relief recommended for the applicants. That the difficulty in training and developing efficient case workers is aggravated by the fact that they are employed and discharged in relation to the rise and fall of the case load in their county. For these reasons we believe that the State office could profitably enlarge its supervision over the training and checking of the case workers.

Restitution Claims

As a result of our survey we make the following observations and recommendations:

1. That a very high percentage of claims discovered are classified as concealment of resources and employment, of which the latter occurs,

by far more frequently. To reduce such claims it is highly essential that the visitor is capable, is of a type that is business minded, and is trained to be skillful in obtaining information by observation and inquiry. It is also essential that there is an adequate method of verifying the facts established by the visitors from outside sources. It appears that improvement is being made in the procedure of unearthing concealed resources and employment by the industrial contact departments previously referred to.

2. That discovered claims are now controlled by entering them on the books as claims receivable, which indicates a serious intention to collect the claims and to present the facts with respect to discovered claims. This is a more business-like method than the previous method of recording only the amounts actually recovered.

3. That an effort is being made to collect on all claims and that none are written off except upon authorization and direction of the Department of Justice.

4. That the special investigation unit located in Harrisburg carefully selects cases for prosecution on the premise that a successful prosecution will effectively discourage "relief chisellers". Prosecution in general receives effective local newspaper publicity.

General Accounting Control

The general accounting system controls receipts and expenditures by fund and object classification by means of a general and subsidiary ledgers. The records are adequate and appear to be accurately maintained. The information compiled by the records is summarized in a monthly financial report.

Records of Equipment Owned

Records of each individual item of equipment located throughout the various State and county offices are maintained and checked with physical inventories approximately each six months. Since the activities with respect to additional purchases are now practically negligible the present personnel of four employees spend a considerable portion of their time in checking the reports of physical inventory. In our opinion, in view of the reduction in purchases and transfers, these frequent physical inventories are no longer required. We were informed that the counties maintain similar records of equipment owned which, in our opinion, would appear to be a duplication.

Roll and Check Writing

If the categorical relief roll writing is transferred to the regional offices, the number of checks written each month, on the basis of present case load, will approximate 750,000. We were informed that at the present time the writing of rolls and checks is done in two separate

operations. Considering the number of checks to be written each month, and the present necessity of adding both the rolls and checks, the duplication of work appears to be substantial.

We recommend that the rolls and checks be written in one operation. This can be done by using carbons of the check (sheets of 5 checks, carbons not perforated) as rolls.

We understand that at present the Department of Public Assistance is responsible for the accuracy of the rolls and requisitions whereas the Treasury Department is responsible for the checks agreeing with the rolls and requisitions. Apparently the physical operation should be that the Department of Public Assistance maintain and control the plates (or cards) and that a representative of the Treasury Department supply the blank checks, observe their passage through the machine and take possession of them as they leave the machine. The carbons to be used as rolls should be retained by the Department of Public Assistance.

At the present time, the Auditor General's Department receives the original copy of the rolls. Under the above plan, the Auditor General would be furnished a carbon copy of the roll (because the check would now be the original of the two) providing his approval is obtained to this change and also provided that a copy of the roll instead of the original meets the legal requirements of the Auditor General.

Internal Audit

Internal audit with respect to administrative expenses is satisfactory. An extension of field investigations seems advisable.

Research and Statistical Records

Our survey indicates that the system makes adequate provision for the collection, study and reporting of information in accordance with the requirements of Act 399, except that additional provision is contemplated with respect to cost of living studies required to be made by Paragraph (g), Section 4 of the Act. Such additional procedure is to be instituted after the determination of revised standards of assistance, for which purposes the tabulation of statistics is now in course of completion.

Importance of Reinvestigation

The importance of maintaining a schedule of adequate reinvestigations is obvious. From June 1, 1936 to May 22, 1937, 289,531 cases were closed of which, according to records exhibited to us, 186,904 resulted from reinvestigations, being 64.5% of the total. After May there are no such figures established because, as explained to us, the Department felt that the bases of reporting the causes for closed cases were not fundamentally sound. When the number of reinvestigations decrease or when cases

are not reinvestigated with sufficient frequency it is the opinion of those in charge at the Department in Harrisburg that the fiscal control over relief expenditure is lessened to a dangerous degree.

Employee Compensation

The following unit facts are apparent:

(a) That 84% of the employees are paid less than \$115.00 per month.

(b) That the monthly average of all employees in the Direct Assistance Division is \$103.00 and \$99.00 in the Categorical Assistance Divisions.

(c) That of the total employees in both divisions about 52% are in the Social Service Departments, 39% Clerical and 8% Executive-Administrative.

County Budgets

The preparation of a monthly budget request, while apparently not placing an excessive burden upon the counties, would, in our opinion, be just as feasible if simplified to require a budget for a period longer than one month. A supplemental budget should be filed if the case load rises or falls beyond a normal standard. At any rate, the budget should first take into account the requirements for the entire period of the appropriation, which would be the biennium, and then segregated to monthly or other periods for current administrative control.

CONFIDENTIAL

EXHIBIT #20a

Appropriations and the Budget

The appropriations by the Legislature for the Biennium 1937-1939, with the exception of \$8,973,000.00 which is later referred to, were based upon the reports submitted by the Pennsylvania Committee on Public Assistance and Relief hereinafter referred to as the Goodrich Committee.

At the request of the Budget Secretary, the Department of Public Assistance on November 18, 1937 presented an estimate and budget for the period July 1, 1937 to May 31, 1939 together with certain supporting schedules which indicated a possible deficiency of \$25,520,000.00 in the appropriations for the Biennium June 1, 1937 to May 31, 1939. The supporting schedules included appropriations and expenditures for the various types of assistance for the month of June, 1937 which was prior to the organization of the Department of Public Assistance. The possible deficiency was determined by comparing the estimates of the Goodrich Committee with the estimates of the Department of Public Assistance which were based upon the Goodrich report but which considered developments to November 18, 1937. The said possible deficiency is explained by the Department of Assistance in the following summary:

Net increase in General Assistance and Aid to Dependent Children because of an estimated net increase in case load	30,254,000.00
Increase in Pensions for the Blind because Goodrich Estimate was based on need basis while Legislature continued the pension basis	192,000.00
Contribution to W.P.A. Sewing Project not considered by Goodrich Report	280,000.00
Transfer of Federal Surplus Commodity Distribution Program from Work Relief to Administration	545,000.00
Salaries and Other Costs of additional employees due to increase in case load	2,257,000.00
Net increase in expense because of transfer of handling disbursement of assistance to the State Treasurer	640,000.00
Expense of Auditor General not provided in Goodrich report	<u>325,000.00</u>
	34,493,000.00

<u>Less:</u> Appropriation for increased grants and medical care which have not been established	<u>8,973,000.00</u> #
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POSSIBLE DEFICIENCY	<u><u>25,520,000.00</u></u>
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Should grants be increased the appropriation of \$8,973,000.00 could not be applied, to the extent of such increase, as a reduction to the possible deficiency.

The amount of the possible deficiency was arrived at as the result of the request of the Budget Secretary for a quarter-biennium estimate but in our opinion, the stated \$25,520,000.00 probably will not represent the actual deficiency for the biennium as we believe it is impossible to accurately forecast at this time the expenditures for a period which terminates on May 31, 1939, unless the appropriations for assistance were budgeted by months and the expenditures held within this budget. This would require increased or decreased grants each month based upon the case load, or through increasing or decreasing the case load by fluctuating eligibility requirements. Neither of these methods would be in conformity with the present policy of the State Board of Public Assistance.

The Goodrich Committee, submitted their forecast of the unemployment for the period November 1, 1936 to December 31, 1937, by months. They then estimated the unemployment relief cases and made a segregation between Federal Works Program cases and the State General Assistance cases. The Committee recognized that an accurate forecast of the unemployment relief cases and a segregation of them between Federal Works cases and State General Assistance cases after December 31, 1937 was not practical. In referring to their estimate of General Assistance cases for the period January 1, 1938 to May 31, 1939 they stated in part as follows:

"The preceding estimates afforded a starting point for appraising unemployment relief needs for the next biennium. The period is too long, and the conditioning factors too numerous and vague, to attempt any but a very rough appraisal of future case loads. Unemployment compensation in Pennsylvania will become effective in 1938. The way in which this will change the unemployment relief rolls is conjectural. It seems reasonably certain, however, that it cannot assist those on unemployment relief at the end of 1937 since they will not have acquired employment status. The future of the Works Program is also not known, but it seems probable that further curtailments in this program will take place. Improvement in employment may continue through 1938 and 1939, but it is improbable that, in either of these years, the number of persons unemployed will average less than 500,000 over the months of the year. The estimate of unemployment for 1937, which allows for an increase in employment of some 150,000 persons, still shows an average monthly unemployment of 752,000 persons."

CONFIDENTIAL

"Taking all of these factors into consideration it seems reasonable to assume that the direct relief case load for the months of 1938 and the first half of 1939 will not average less than the direct relief load for December, 1937. It is assumed, therefore, that, from present indications, the monthly direct relief load will average 100,000 cases per month for the 17 months of the biennium falling in 1938 and 1939. . . ."

The Goodrich Committee then added 13,000 cases for outdoor poor relief taken over from the County Poor Boards in January 1, 1938. In referring to the manner of determining the 13,000 cases, the Committee stated, in part, as follows:

"Accurate data of a comparable character for the total outdoor poor relief cases of the State are not available."

Their discussion of outdoor relief cases would appear to indicate that the number of cases to be taken over from the County Poor Boards could not be definitely established. The foregoing quotations are from an advanced copy of "A Forecast of Pennsylvania's Relief Needs", which we were informed will be published by the Goodrich Committee.

"A Supplemental Statement on Estimated Costs of Public Assistance" by this Committee which was issued on February 5, 1937 includes the following comment:

May we respectfully call your attention to the fact that the estimates of cost submitted in these tables are certainly conservative in view of present conditions. They assume that business will continue to improve during the next two years at about the same rate as during the past year, and that the cost of living will not substantially increase. They have not taken into account the recently announced proposals for immediate and drastic reduction of the Federal Works Program. If that cut is made, an additional burden of probably \$20,000,000.00 will fall upon the State. The figures do allow for the cut made in December in the Works Progress Administration Program and for further cuts in 1938 and 1939. They do not, of course, allow for possible emergencies caused by natural calamities nor by industrial disturbances nor by business recession."

The statement of the possible deficiency revealed that the largest contributing factor was the estimated net increase in the case load which was confined to the General Assistance Program. Because of the experience of the first four months of the biennium 1937-1939 the department raised the estimated case load for General Assistance, as determined by the Goodrich Committee by a total of 37,000 cases per month for the biennium. The statement presented below shows that the total relief cases, which include the Federal Works Program cases, have actually decreased from those estimated by the Goodrich Committee.

Total Relief Cases

	<u>Actual</u>	Goodrich Committee <u>Estimate</u>	<u>Decrease</u>
June, 1937	327,863	329,000	1,137
July, 1937	311,770	322,000	10,230
August, 1937	306,773	318,000	11,227
September, 1937	301,812	316,000	14,188

However, the number of Federal Works Program cases, after adjusting for duplications, have decreased to a much greater extent than anticipated by the Goodrich Committee.

Federal Works Program Cases

	<u>Actual</u>	Goodrich Committee <u>Estimate</u>	<u>Decrease</u>
June, 1937	188,447	214,000	25,553
July, 1937	170,252	214,000	43,748
August, 1937	157,919	214,000	56,081
September, 1937	151,167	214,000	62,833

While the schedule of total relief cases shows that private employment or other means have reduced the total relief cases by months to an extent greater than that estimated by the Goodrich Committee, the reduction in Federal Works Program cases below the estimate resulted in a substantial increase in the actual General Assistance cases over those estimated by the Committee.

State General Assistance Cases

	<u>Actual</u>	Goodrich Committee <u>Estimate</u>	<u>Increase</u>
June, 1937	139,416	115,000	24,416
July, 1937	141,518	108,000	33,518
August, 1937	148,854	104,000	44,854
September, 1937	150,645	102,000	48,645

The increase of 37,000 cases in the estimate of General Assistance is approximately the average of the increases in the four months shown above. The uncompleted records for October, 1937 indicated that there was a decrease of approximately 59,000 Federal Works Program Cases with an actual increase of 45,788 in General Assistance cases. This would raise the average case increase of General Assistance above 37,000 and in view of the larger increase during the last three months and because

of the present business recession it would ordinarily be assumed that the deficiency would be larger than that estimated, but as herein stated such estimate cannot be made with any degree of accuracy because of the varying factors and the general broadness of the law in extending assistance.

From a study of the available data and after discussions with employees of the Department of Public Assistance in the State Office at Harrisburg, the following is a summary of our findings relating to the appropriations for the biennium ending May 31, 1939:

1. The reports submitted by the Goodrich Committee during January and February, 1937, appear to have been prepared by giving due regard to such data and records as were then available upon the subject of assistance.

2. The Legislature was informed on February 5, 1937 by the supplemental report of the Goodrich Committee that the drastic reduction of the Federal Works Program, then contemplated and announced by the Federal authorities, would place an additional burden of probably \$20,000,000.00 upon the State, and that the biennium estimates of that Committee did not provide for a possible recession in business.

3. The Legislature, during the period from May 27, 1937 to July 5, 1937, appropriated sufficient funds to finance one of the programs suggested by the Goodrich Committee and in addition appropriated \$8,973,000.00 for specific purposes which to date, has not been required and can be used as a deduction from any anticipated deficiency. No further appropriation was made to provide for any of the contingencies enumerated by the Committee.

4. Certain provisions of the Act approved June 24, 1937 make it difficult, if not impossible, to maintain a sound budgetary control of the expenditures for the biennium as this Act decentralizes the administration of assistance. It requires -

- a. That the Department of Public Assistance allocate funds to the local boards as may be needed and to keep a reasonable emergency fund in the hands of the local boards.
- b. That the Department of Public Assistance, with the approval of the State Board of Public Assistance, determine eligibility for assistance and its nature and extent.
- c. That the county boards determine the eligibility of an applicant under the standards so established.
- d. That the county boards submit budgets to the Department of Public Assistance.
- e. That assistance be granted to enable the applicant to maintain for himself and his dependents a decent and healthful standard of living.

CONFIDENTIAL

5. Mr. de Schweinitz informed us that on July 12, 1937, at a conference in the Governor's Office, he dictated a memorandum stating that the appropriations for the biennium ending May 31, 1939 would be insufficient and recommended, in the main, that an effort be made to secure an increase in Federal Works Program cases in Pennsylvania or to obtain Federal Aid for direct relief.

6. On August 5, 1937 a budget estimate was submitted to the Budget Secretary covering the period July 1, 1937 to November 30, 1937. As this estimate revealed an average monthly expenditure of approximately \$7,231,000.00, a deficiency for the present biennium would result if that rate of expenditure for assistance would continue after November 30, 1937.

7. Following the request made by the Budget Secretary on August 19, 1937, for an estimate for the biennium, a budget, which, we were informed, was prepared by the then Deputy Secretary of the Department of Public Assistance, but signed by Mr. de Schweinitz, was delivered to the office of the Budget Secretary. This estimate was in agreement with the total appropriations of the Legislature but was later withdrawn.

8. On September 15, 1937 and on October 8, 1937 news releases indicated that the actual expenditures for general assistance for the months of June to September, 1937, greatly exceeded the Goodrich Committee estimates for the same period.

9. On October 11, 1937, and thereafter, the public press carried statements indicating that a deficit for the biennium was anticipated.

10. On October 16, 1937, the public press quoted Governor Earle, in part, as follows:

"I am absolutely opposed to reducing relief standards.
We will pile up a deficit before we will do that.
Standards are low enough"

11. At a meeting of the Executive Directors held in Harrisburg on October 21, 1937, Mr. de Schweinitz informed us that he then stated in part:

"At the present time we are overspending the estimates set up in the 1937-1939 budget by \$1,000,000.00 a month."

12. On November 18, 1937 an estimate of the Department of Public Assistance was presented to the Budget Secretary which revealed an anticipated deficiency of \$25,520,000.00 for the biennium 1937-1939.

13. In our opinion, because of the numerous factors contributing to the assistance program, notably the broadness of the Act of June 24, 1937, in extending assistance that will maintain a decent and healthful standard of living, and because of the close relation to the Federal Works Program, it is impossible to determine the amount of the deficiency for the biennium.

CONFIDENTIAL

14. The grants given each month for the various types of assistance have changed very little in the period from January 1, 1936 to October 31, 1937, as will be noted below:

	<u>October 1937</u>	<u>Monthly Average Jan. 1, 1937 to Oct. 31, 1937</u>	<u>Monthly Average Year 1936</u>
General Assistance, Per Case	32.26	31.52	31.10
General Assistance, Per Person	10.62	10.34	9.55
Old Age Assistance, Per case (Person)	22.10	21.92	21.41
Aid to Dependent Children, Per Case	35.12	35.25	34.81
Aid to Dependent Children, Per Child	13.74	13.65	13.13
Pensions for Blind, Per Case (Person)	29.93	29.93	29.87

The above grants are the total amounts paid. The Federal and County governments then reimburse the State for a portion of the latter three programs.

15. A comparison of the actual grants for the month of October, 1937, and the amounts estimated by the Goodrich Committee, follows:

	<u>Actual</u>	<u>Estimate</u>
General Assistance, (Case)	7.33	7.20 weekly
Old Age Assistance, (Case)	22.10	22.00 monthly
Aid to Dependent Children (Child)	13.74	13.75 monthly
Pensions for Blind (Case)	29.93	29.90 monthly

16. A continued curtailment of the Federal Works Program, together with the present business recession and the slight increase in general assistance grants over the Goodrich estimate of grants indicates a deficiency for the biennium 1937-1939. . .

ANALYSIS OF APPROPRIATION LIABILITIES
DEPARTMENT OF PUBLIC ASSISTANCE
UNEMPLOYMENT RELIEF AND CATEGORICAL ASSISTANCE
JUNE 1, 1937 to MAY 31, 1939

APPROPRIATIONS

Agency	Act Number	Purpose	June 1, 1937 to May 31, 1939		Month of June 1937		July 1, 1937 to May 31, 1939	
			\$	\$	\$	\$	\$	\$
State Emergency Relief Board Department of Welfare	25A	Cash Relief and Expenses	\$ 4,837,000.00	\$ 4,837,000.00	\$ 4,837,000.00	\$ -0-	-0-	-0-
	42A	Mothers Assistance	211,850.00	211,850.00	211,850.00			
	43A	Old Age Assistance	1,018,350.00	1,018,350.00	1,018,350.00	-	235,967.87	
	44A	Pensions for Blind	345,700.00	345,700.00	345,700.00			
Department of Public Assistance	103A	Administration Assistance	28,000.00	28,000.00	28,000.00	-0-	-0-	-0-
	103A	Administration	1,472,000.00	1,472,000.00	-0-		1,472,000.00	
	103A	Public Assistance	130,737,100.00	130,737,100.00	-0-		130,737,100.00	
Total Available			\$138,650,000.00	\$ 6,440,900.00	\$ 6,440,900.00	\$ 132,445,067.87		
Less Unexpended Balance Categorical Assistance				235,967.87	235,967.87			
Monthly Average Allocated Pro rata				\$ 6,204,932.13	\$ 6,204,932.13	\$ 5,758,481.21		

EXPENDITURES, ALLOCATIONS AND PROJECTED DEFICIT

	Month of June 1937		July 1, 1937 to November 30, 1937		June 1, 1937 to May 31, 1939	
	Total	Monthly Average	\$	\$	\$	\$
Expenditures	\$ 6,289,120.07	\$ 33,131,000.16	\$ 6,626,200.13	\$ 152,402,602.99	\$ 158,691,723.06	
Appropriations Allocated Pro rata	6,204,932.13	28,792,406.05	5,758,481.21	152,445,067.87	138,650,000.00	
Excess of Expenditures	84,187.84	4,338,594.11	867,718.82	19,957,535.12	20,041,723.06*	
Percentage of Deficit						
Excess to Appropriations	1.356	15.068	15.068	15.068	14.454	

*Total Deficit differs from actual by 10¢ due to fractional cent.
Note: Statistical data included in this Exhibit was furnished by the Department of Public Assistance.

Subject to comments in the report.

ANALYSIS OF UNEMPLOYMENT RELIEF AND CATEGORICAL ASSISTANCE
DEPARTMENT OF PUBLIC ASSISTANCE
CASES, PERSONS AND EXPENDITURES
JUNE 1, 1937 TO NOVEMBER 30, 1937

	<u>JUNE</u>	<u>JULY</u>	<u>AUGUST</u>	<u>SEPTEMBER</u>	<u>OCTOBER</u>	<u>NOVEMBER</u>	<u>JULY 1, 1937</u> to <u>NOV. 30, 1937</u>
<u>UNEMPLOYMENT RELIEF</u>							
Number of Cases	139,416	141,518	148,854	150,645	146,788	144,044	
Number of Persons	419,707	431,898	456,908	462,675	445,879	436,834	
Grant Expenditures	\$4,442,282.74	4,748,485.16	4,607,918.58	4,875,960.72	4,735,923.10	4,492,347.94	\$23,460,635.50
<u>OLD AGE ASSISTANCE</u>							
Number of Cases	90,073	91,370	92,453	93,517	93,607	94,800	
Number of Persons	90,073	91,370	92,453	93,517	93,607	94,800	
Grant Expenditures	\$ 991,700.00	1,003,376.06	1,017,901.33	1,037,556.02	1,037,556.02	1,044,028.90	5,140,418.33
<u>AID TO DEPENDENT CHILDREN</u>							
Number of Cases	15,330	15,743	16,094	16,332	16,531	16,767	
Number of Persons	39,752	40,808	41,534	41,998	42,265	45,750	
Grant Expenditures	\$ 136,700.00	186,655.31	188,368.70	199,825.36	192,783.41	194,423.12	962,055.90
<u>PENSIONS FOR THE BLIND</u>							
Number of Cases	10,461	10,511	10,672	10,779	10,814	10,987	
Number of Persons	10,461	10,511	10,672	10,779	10,814	10,987	
Grant Expenditures	\$ 161,500.00	162,390.53	161,761.16	165,081.70	165,661.46	168,112.01	823,006.86
<u>SUMMARY</u>							
Number of Cases	255,280	259,142	268,073	271,273	267,740	266,598	
Number of Persons	559,993	574,587	601,567	608,969	592,565	588,371	
Grant Expenditures	\$5,782,182.74	6,100,907.06	5,975,949.77	6,278,423.80	6,131,923.99	5,898,911.97	30,386,116.59
Administration Expenditures	506,937.33	495,008.62	491,012.07	474,561.60	493,868.36	488,612.66*	2,443,063.31
State Treasury Dept.	-0-	54,396.58	47,628.84	79,259.57	54,798.77	31,595.55	267,669.31
Auditor General's Dept.	-0-	4,424.64	6,087.25	6,332.69	7,290.48	10,015.89	34,150.95
Total Expenditures	\$6,289,120.07	6,654,736.90	6,520,677.93	6,838,577.66	6,637,871.60	6,429,156.07	33,131,000.16
Appropriations Allocated							
Pro Rata	6,204,932.13	5,758,481.21	5,758,481.21	5,758,481.21	5,758,481.21	5,758,481.21	28,792,406.05
Excess of Expenditures over							
Allocations	84,187.84	896,255.69	762,196.72	1,080,096.45	929,590.39	670,654.86	4,333,594.11

EXHIBIT #20B (CONTINUED FROM PAGE 2)

Percentage of Excess Expenditures to allocations	<u>JUNE</u>	<u>JULY</u>	<u>AUGUST</u>	<u>SEPTEMBER</u>	<u>OCTOBER</u>	<u>NOVEMBER</u>	JULY 1, 1937 to NOV. 30, 1937
	1.356	13.467	11.688	15.794	13.896	11.646	15.068

* November Administration Expenditures not available.
 Estimated on basis of 4 months average, July to October.

Note: Statistical data included in this Exhibit was furnished
 by the Department of Public Assistance

Subject to comments in the report.

CONFIDENTIAL

EXHIBIT #21

PHILADELPHIA AREA CITIZENS' COMMITTEE ON PUBLIC ASSISTANCE
TO STUDY THE GOODRICH PLAN

Room 205--311 South Juniper Street, Philadelphia

Earl G. Harrison, Chairman

Pennypacker 7900

Secretary

December 10, 1937

Messrs. Donald Livingston, Harry Margolis, William Sponsler III,
Members of Governor's Committee on Investigating Relief,
111 North Office Building,
Harrisburg, Penna.

Dear Sirs:

The Philadelphia Area Citizens' Committee on Public Assistance, which was organized about the time the Goodrich Report was first made public, is very much interested in your current investigation of the Department of Public Assistance. As you know, the primary purpose of our Committee was to bring together citizens who were interested in the establishment of adequate machinery for handling various types of public assistance, which have in fact been consolidated in the State Department of Public Assistance. All of this was brought about by the action of the Legislature at its last session when it enacted into law the program of the Earle Administration.

This Committee actively supported Governor Earle's program in this regard and is now concerned with the charges made by Mrs. Emma Guffey Miller, which your Committee is investigating, to the effect that Secretary de Schweinitz' administration of the Department has been inefficient, uneconomical and tinged with personal and political favoritism.

The primary desire of this Committee is that politics be kept out of relief and the Department administered humanely and as economically as the needs of the unemployed and the economically handicapped permit. The charge has been made that Mrs. Miller's attack on the Department is a thinly disguised patronage raid, having for its primary purpose the turning over of the personnel of the Department to political workers of the Democratic Party.

According to statements issued to newspapers, the Governor has stated that he appointed your Committee to analyze "every bit of the Public Assistance Department and go into every phase of it." Since the Governor has indicated his intention of acting finally and promptly as to these charges and counter-charges, upon the basis of your report, we are most interested to learn more concerning the method by which you have arrived at the conclusions in your report, whatever those conclusions may be.

We are, accordingly, taking the liberty of asking you the following specific questions respecting the procedure which your Committee

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF CHEMISTRY

RECEIVED

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TO THE DIRECTOR OF THE UNIVERSITY OF CHICAGO
FROM THE DEPARTMENT OF CHEMISTRY
RE: [illegible]

1954

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[illegible text]

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adopted, with the sole thought of determining the extent to which your report in our opinion can properly be made the basis for action by the Governor.

In order to give the Governor an impartial report which he requested, it would seem that the minimum procedure for your Committee to follow would be:

1. An investigation by impartial and well-qualified persons of the method employed by local relief administrators in determining whether individuals on relief are entitled to assistance or relief, and that such a procedure would include the investigation of a substantial proportion of the relief or assistance cases as to any county investigated.

Was such an investigation made?

If so, what were the detailed qualifications of the persons making the investigation? What was the number of cases in each County where such an investigation was conducted, and how did this number compare with the total number of cases receiving relief in that County. By what method were the sample cases selected by your investigators?

2. An investigation by competent and impartial accountants of the books of record and account of the Department to determine whether the system is adequate and whether it correctly represents the results of operation.

Was such an investigation undertaken and, if so, what was the extent of the investigation ordered by you in the case of each local assistance administration investigation? What was the extent of the financial investigation of the State office? Also, what were the qualifications of the persons, other than the members of your Committee, undertaking a financial and accounting investigation in each instance?

3. An investigation by a qualified personnel administrator of the method of choosing the employees of the Department, the standards of employment of the Department and an appraisal of the general competence of those occupying executive positions in the Department?

Was such an investigation undertaken, and what were the qualifications of those who undertook it?

4. A consultation by your Committee with the Secretary of the Department of Public Assistance and the executives of the Department and of local relief administrations in order to afford them an opportunity of rebutting or explaining any adverse findings resulting from the investigations outlined above.

Did such consultations take place before your Committee reached its conclusions?

We have stressed somewhat in these inquiries the qualifications of your investigators and the opportunities afforded to employees and

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executives of the Department to rebut the charges made against them because of certain newspaper reports and other complaints which have come to the attention of our Committee. Many of these complaints have charged that in many instances the investigators were active political supporters of Senator Guffy and Mrs. Emma Guffey Miller and that no adequate opportunity had been afforded to the Department and its executives to defend themselves against charges based upon inadequate or untrue information. Moreover, it has been asserted that some of the investigators are former employees of the Public Assistance Department who were discharged by the Department for cause.

We ask for all of this information not in any spirit of criticism of your Committee, but in order to determine what our position should be with respect to the support by our Citizens' Group of the conclusions submitted by you to the Governor.

We are sure that you will agree with us that in any action to be taken by the Governor in connection with Mrs. Miller's charges, such action should be based on a careful and objective analysis of all of the many and complicated factors involved in appraising the work of the Department. In view of the short time remaining before the date which we understand has been set by the Governor for his final decision in the matter, we would appreciate the courtesy of a prompt reply.

Very truly yours,

WINIFRED N. PRINCE

Mrs. David C. Prince, Chairman

HENRIETTA G. S. JAQUETTE

Mrs. William A. Jaquette

SUSAN M. KINGSBURY

Susan M. Kingsbury

ERIC H. BIDDLE

Eric H. Biddle

JOSEPH S. CLARK, JR.

Joseph S. Clark, Jr.

TODD DANIEL

Todd Daniel

JOHN EDELMAN

John Edelman

HAROLD EVANS

Harold Evans

EXHIBIT #22

IMPRESSIONS OF COMMITTEE'S OBSERVERS UPON CERTAIN
POINTS BASED UPON VISITS TO TWENTY-SIX COUNTY OFFICESAbility of Visitors

From my observation I should say that at least 90 per cent of the visitors whom I interviewed appeared to be sufficiently able to determine the eligibility of applicants for relief. The other 10 per cent with proper instruction could qualify, but due to lack of experience they do not have the proper initiative - borne of experience - to supplement the stereotyped queries. However, I feel a better job could be done by men or women with more mature minds, as many times the client will ask the visitor how to spend the money they are given, and I feel that a person with no experience cannot properly direct the management of a family with such a limited income. - OBSERVER A

In the most cases I believe they are able. They appeared to have the required knowledge, if permitted to use their judgment. - OBSERVER B

The youth and lack of practical background in many instances make it inadvisable for interviewers and visitors to assume full authority. They are now "protective" to the client - too ready to grant relief and too anxious to continue relief. Most visitors know their district well and might develop more ability under a strong policy. The definiteness of eligibility requirements is their greatest prop but much could be saved by greater resourcefulness. - OBSERVER C

At interviews the visitors were found to be well acquainted with the rules for eligibility as per instructions under Section 5 of the Manual. The visitors are capable to determine whether or not applicants are eligible for relief after the proper office form is properly filled out. - OBSERVER D

I should say that the visitors are able to determine eligibility for relief but they do not seem able to take people off relief once they are on it. Furthermore, the visitor, if a social worker, tends toward increasing the number of cases rather than decreasing the cases. There is some fear on the part of some visitors that they should not try to keep people off relief lest it endanger the security of the visitors' jobs. - OBSERVER E

They appeared to be very capable and with the instructions that are given to them as to eligibility are well qualified to grant relief. However, the visitors are not permitted to use their own judgment as to whether an applicant is morally eligible but must follow the rules of the department. - OBSERVER F

Supervision over Visitors' Work

I feel the supervision of the visitors' work is inadequate and non-constructive. In all the counties the supervisors' most important duty seemed to be case readings, allowing to the visitor very little individual time for supplementary work on a problem case. - OBSERVER A

In most cases it was apparent that supervision was inadequate. Supervisors held weekly conferences and in some cases had class instruction, at which time visitors were permitted to discuss their problems and ask questions in regard to their particular cases. - OBSERVER B

This varies in different counties. It is in instances very loose and at other times close and personal. In few cases does supervision seem of the constructive type tending to reduce relief rolls, this activity being initiated usually by a very few sincere visitors. No supervisor seems to go into the field no matter how serious the situation, but supervisors do see clients at times in the office, particularly complaint cases. Conference periods are not uniform, but staff meetings are held about once per week. There seems great need of closer study of case histories by supervisors, following up with definite plans and suggestions. Supervisors avoid "detective attitude" - their own statement. It might add to their effectiveness to stimulate spirit of inquiry when doubts arise and in addition constant vigilance on part of visitor. - OBSERVER C

The supervisors require the visitors to write lengthy reports. In one county the supervisor requested that each visitor write one verbatim report a week. The supervisors read all cases in the counties I have investigated. - OBSERVER D

I doubt if sufficient time is given to a careful check of the cases by the supervisor. Although the supervisors meet with the visitors both collectively and individually, there seems to be a lack of coordination in the work. Few of the workers have had sufficient business or office experience to be able to understand just what should be expected of them. There is not enough exact knowledge of the merit of each case. The thing is too general and too burdened with office routine rather than thoughtful consideration of cases and their merits. - OBSERVER E

Supervision over the visitors' work is not adequate or constructive, and reading case histories as they are written will not give a supervisor sufficient information to act on a case. - OBSERVER F

Case Histories (Narratives)

The write-up in most case histories was very lengthy and contained very little pertinent information in reference to relief. I feel this was due to the supervisors, as I gathered from my personal interview with them that minute descriptions of the home, as to number of rooms, furnishings,

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cleanliness, et cetera was required by them, so that they could form in their minds a perfect picture of the family group in the home. About 75 per cent of the counties I visited also lacked close personal supervision as the supervisor's time seems to be taken up with case reading. - OBSERVER A

Found many cases of unusually lengthy write-up which, in my opinion, was not essential to the subject. It was explained that in most cases the supervisor required this lengthy write-up to obtain a better picture of the life, habits and living conditions of the family. - OBSERVER B

Policy as to case histories is not uniform. Where longhand is used there is some tendency to be brief but not always. The matter seemed to be at the discretion of the visitor both as to quantity and quality. Records contained too little definite plan on the part of visitor and supervisor, being often a vague account of a visit. It was felt records in most offices had been suddenly brought up-to-date. In no record was the summary method noted, which has been found very time-saving and successful for information elsewhere. - OBSERVER C

In many folders reviewed case histories were usually lengthy, especially reports of office visits. In a number of cases unnecessary matters were incorporated in report that had no bearing to the case. Unnecessary conversations are brought up at visits and recorded almost word for word. To my way of thinking it appears to me that in cases where the visitor cannot obtain additional information regarding the status of the case she completes her report with irrelevant matters. If a department form was in use to cover the information required for home and office visits, much time and effort would be saved. Furthermore, if visitors were instructed to tell their clients that their time is valuable unnecessary conversations would not be brought up and recorded. Supervisors require lengthy reports for the purpose of having a detailed account of what transpires at each visit. - OBSERVER D

The case histories contain no end of irrelevant matter. When talking with one of the executive secretaries about this point, his reply was that the danger of cutting down the amount of detail written by the visitor might cause the visitor to grow careless and not make the required visit. He said this tends to defeat a card system where the visitor might check prepared questions on his subsequent calls. Closer supervision would of course rectify much of the present matter written not pertaining to the case. - OBSERVER E

The write-up of case histories is long and they contain a great deal of information that has nothing to do with eligibility for relief. The reason for this is that supervisors require a detailed account of the family, its composition, living conditions, habits, health, and a detailed description of dwelling, as they say without such a report it is impossible to determine whether the visitor is sympathetic to relief client. - OBSERVER F

Social Work

Most of the visitors paid too much attention to the family problems, particularly their domestic difficulties. If the time spent discussing family problems with the client had been directed to getting information bearing on their eligibility, case load could be reduced. However, the visitors evidently do not consider this rehabilitation for in each instance where they were questioned, they felt relief was their primary interest. However, in Carbon, Northampton, and Lehigh Counties the visitors felt they would like to devote some time to rehabilitation if it were possible to have an agency for reference, as in some cases a pair of spectacles or some medical appliance properly ordered would take a man from the relief rolls by making him eligible for employment. - OBSERVER A

From the lengthy write-up of some visitors and the non-essentials discussed therein it would appear that the visitors spent entirely too much time on the family problems and did not confine their time to disbursing relief. In most cases the visitor seemed very much interested in rehabilitation but finds very little time for such activities. - OBSERVER B

Few cases were read where any deep interest is shown, only a superficial one because of material required in case histories. There has been enough time spent in visits to have produced something constructive. Some supervisors seem very concerned at overcrowding of families in one house, moral conditions and lack of recreation, but on these questions and on the basic one of unemployment no plan was noted. There was a decided absence of policy as to use of relief money for patent medicines and other questions of medical aid, which is often a family problem. So also is drunkenness. Family composition, which is the family matter most directly concerned with relief, does not seem to be studied carefully enough. The usual attitude of relief employes is that relief is by the nature of their setup their primary consideration; in addition they do what they can. - OBSERVER C

When case loads are heavy the visitors and supervisors do not spend much of their time with family problems. They devote most of their time to disbursing relief. It had been noted when case loads were light the visitors and supervisors gave consideration to family problems that were within their jurisdiction. Matters outside their jurisdiction were referred to private agencies. In reviewing cases it had been noted that the visitors often made suggestions and referred recipients to certain places where employment could be obtained. - OBSERVER D

I found the entire time of the staff and visitors taken up by relief except in one or two instances where morals or family mental rehabilitation has been done by some worker or visitor. Under present conditions, with the present overloaded visitors, where case loads reach as high as 400 or more cases, there is not time enough to care for relief alone, and make the required relief visits. - OBSERVER E

The visitors interviewed claimed to be interested in family problems on rehabilitation, but due to heavy case loads, and lack of time, they were compelled to confine themselves to relief problems. They also state that the Department of Public Assistance and the instructions given them do not provide

for rehabilitation as the department is only interested in giving relief. A few visitors claimed to be doing rehabilitation but were unable to produce case histories showing where they had done so. - OBSERVER F

Investigations into Eligibility

Most investigations are inadequate as references given by client are rarely contacted because the visitor feels they are not responsible ones. Most visitors do not seem to be farsighted enough to contact some persons not mentioned who might be able to give some worthy information about the family. This could be done in a very tactful way and a great amount of information obtained. In Lehigh County some investigations as to whether the client was working were made on the telephone to the client personally. Naturally the client would admit no income and the report on the case would continue conditions unchanged. - OBSERVER A

With the present case load of most of the visitors it would appear that adequate investigation cannot be made. OBSERVER B

Frequently they are not. Unemployment of family head seems to be pretty well certified but in the case of odd jobs on the side or new employment among others in the family there is a very slow check. Resources of client may be fairly well known but they do not seem to be studied with the idea of putting them to use. Resources of relatives seem to be very much neglected, particularly the available ones of offering shelter or caring for children while parents might be employed. Employed children out of home not asked to assist. Few letters seen to outside agencies to check on relatives elsewhere. An affidavit for legally responsible relatives is being lately used in Harrisburg. Residences are not always checked and should at times be supplemented by others. System of references given by client ineffective, and so recognized by some visitors. With a heavy case load an adequate investigation is difficult, but some field investigation should immediately follow authorization at intake. This is not always the case. - OBSERVER C

I do not think investigations are adequate, due to the heavy case loads and the amount of time each visitor has to spend in the office. Only the references given are interviewed and in most cases I would say they are friends of the applicant and are in favor of having relief granted. Telephone calls are made in numerous occasions where references were absent at the time of the visit. In case where the visitor calls the grocer on the phone for references, he cannot give her the proper information required when he is interrupted by customers. - OBSERVER D

I believe there should be more definite investigations by the visitors. It should be made clear to the visitors that they are making on each subsequent call a reinvestigation of each case and not a sympathy call nor one on rehabilitation. It should also have some check made upon it if the case be a continued one, at least every three months by a junior supervisor. - OBSERVER E

(1)

The first part of the report deals with the general situation of the country and the progress of the work during the year.

General Situation of the Country

The country has experienced a period of relative stability and progress during the year. The economy has shown signs of recovery, and the social situation is generally peaceful. The government has taken measures to improve the living standards of the population and to promote economic development.

The progress of the work during the year has been satisfactory. The various departments have worked closely together to achieve the objectives set for the year.

The main achievements of the year include the completion of the first phase of the economic reform, the implementation of the social security system, and the improvement of the educational system.

The progress made in the various fields of work has been significant. The government has succeeded in maintaining the stability of the country and in promoting the welfare of the people.

The work of the various departments has been carried out in a systematic and organized manner. The results of the work have been impressive and have contributed to the overall development of the country.

The progress made during the year has laid a solid foundation for the future. The government is confident that it will continue to achieve its goals and to improve the lives of its people.

(2)

Entirely too much dependence is placed upon the statements and proof produced by the applicant at time of interview. In making home visits, and investigations following interview and granting of relief the only contacts that are made are to those persons given as reference. They feel it would embarrass the client to contact others in the neighborhood. However, they do contact merchants, doctors and ministers. - OBSERVER F

Re-investigations

Re-investigations seem to be made as social visits and do not seem to constitute interviews as to any change in eligibility. However, if the client should notify the visitor to call at a particular time, then there is usually a problem to be discussed, viz., insufficient budget. After this revised budget is set up no further interview takes place. - OBSERVER A

They are apparently social visits, from the information contained in case histories. - OBSERVER B

There does not appear to be a definite constructive policy as to re-investigations. - OBSERVER C

In the number of cases reviewed, I find that matters of investigation and social visits are combined. - OBSERVER D

The visitors are willing workers but do not clearly understand that they should make their call a thorough re-investigation for the purpose of getting the case off the rolls. Some visitors have taught the housewife how to buy meat, how to cook, and even some advice on rug-making. To get a clearer picture of the job into the mind of the worker is of great importance. - OBSERVER E

From reading case histories it looks as though re-investigations are social calls. If in these visits any new information is obtained from the client it is investigated. - OBSERVER F

Visitors' Work Systematized

The visitors seem to go about their work in a business-like manner as far as procedure is concerned but seem to lack definite direction in routinizing their clients. That is they seem to leave the office each morning with no definite plan, jumping from one case to another, from one end of the county to the other, and considerable time is lost. However, they claim they cannot seem to get organized as policies are constantly changing and they only become familiar with one when a new one is suggested. One of the visitors complained that each supervisor seems to have a different interpretation of the policies. No uniformity in the department. - OBSERVER A

Would say that the visitors are business-like, but would be more efficient with a lesser case load. The majority of the visitors feel that due to the present case load they have insufficient time to adequately investigate the cases. - OBSERVER B

Interviewers seem more business-like than visitors due to a definite procedure for them. This guide seems lacking for visitors in usual visiting. Close supervision and personality of some visitors gives direction in a number of instances. Field work, except original investigation, lacks direction - office work clearly defined. - OBSERVER C

As far as I have observed they do not plan their route of visits, but jump from one place to another. They try to cover a number of visits without system. Without system good results cannot be obtained. When an emergency case is received in the midst of heavy case loads, the visitor is compelled to drop her regular duties and give prompt attention to the emergency case. - OBSERVER D

The visitors go about their work in a business-like fashion. They work hard but do not rate high in accomplishment because of too heavy case loads. - OBSERVER E

The visitors appear to know what is expected of them by their supervisors, but they are so hedged by procedure as to what should constitute their attitude toward a relief client that they cannot do a good job. The visitors seem to be afraid of being reported to their supervisors or to Harrisburg if they do anything outside routine visits and investigations. - OBSERVER F

Eligibility Policies

((Policies as to eligibility seem to be definitely clear in the visitors' minds, and I feel that each one has a clear picture of such policies. - OBSERVER A

" Eligibility requirements are apparently clear and evidently understood by the visitors. - OBSERVER B

" Yes, interviewers and visitors are usually very clear on this point. - OBSERVER C

The visitors are acquainted with the department's policies as to eligibility. Their outline for same was checked with Section 5 of the manual covering procedure and policies. They all have a clear picture of such policies. - OBSERVER D

1. The first part of the paper is devoted to a general discussion of the problem of the origin of life. It is shown that the problem is one of the most important and most difficult in the history of science.

2. In the second part of the paper, the author discusses the various theories of the origin of life. He shows that the most plausible theory is that of spontaneous generation.

3. The third part of the paper is devoted to a discussion of the evidence in favor of spontaneous generation. It is shown that the evidence is very strong and that the theory is well supported by the facts.

4. In the fourth part of the paper, the author discusses the various objections to the theory of spontaneous generation. He shows that these objections are not well founded and that the theory is still the most plausible one.

5. The fifth part of the paper is devoted to a discussion of the various experiments which have been performed in order to test the theory of spontaneous generation. It is shown that the results of these experiments are in favor of the theory.

THE ORIGIN OF LIFE

The problem of the origin of life is one of the most important and most difficult in the history of science. It is a problem which has attracted the attention of philosophers, scientists, and the general public for many centuries.

There are two main theories of the origin of life. The first is the theory of spontaneous generation, which holds that life can arise from non-living matter. The second is the theory of creation, which holds that life was created by a divine being.

The theory of spontaneous generation is the most plausible of the two. It is supported by a large amount of evidence, and it is well supported by the facts. The theory of creation, on the other hand, is not supported by any evidence, and it is not well supported by the facts.

The feeling I have is that eligibility is generally understood. Workers do not have time to properly determine all the facts required nor the possibility of fraud on the part of the client. - OBSERVER E

The rules of eligibility as outlined by the department are very clear and understood by the visitors. - OBSERVER F

Border-line Eligibility

In an emergency, relief seemed to be granted before definite eligibility was established. Otherwise, there seemed to be no border-line cases. If a person could furnish necessary information and answer all questions on the questionnaire furnished by the D. P. A. they were either granted relief or rejected at intake. Carbon, Monroe and Bucks Counties were granting from 75 per cent to 90 per cent of their relief at intake. Northampton and Lehigh only about 20 per cent and were only granting it on reopened cases - no new cases. - OBSERVER A

Apparently reluctant to grant relief until the establishment of eligibility. - OBSERVER B

Relief is usually refused pending certification of unemployment. This is done with the greatest politeness, and there is no sting in the refusal. The same attitude is carried over to cases where resources appear sufficient. In instances of this, observed the applicant was encouraged to complete application and a possible outside adjustment was not discussed with him, which might have closed the matter without loss of time. - OBSERVER C

When there is a doubt in mind as to eligibility the case rests until eligibility can be proved. - OBSERVER D

In most cases the applicants are granted relief unless some requirement is particularly lacking. The rate of applications and rush of reapplications from layoff makes care in selection of cases difficult. The visitor should, under present conditions, endeavor to take off relief as many cases as possible. This they either fear to do or do not want to do. - OBSERVER E

The only case noted was in Tioga County where a visitor, with the support of the executive director turns a great many applicants down who will not accept employment when available. When an applicant applies for relief this visitor, who also acts as interviewer, gives them slips of paper with the names of employers and has applicant contact them and try to secure work. If no work is available the applicant must bring back these slips of paper on which the employer has noted his reasons for not giving work. However, this is not part of the procedure and the visitor is fearful of being called to task by Harrisburg. - OBSERVER F

Policy or Activity in Reducing Rolls

There was no policy in any of the counties visited directed toward taking people from relief rolls with the exception of the Lehigh-Northampton County office where they were supposed to appear at the relief office each week with a slip signed by three employers whom they had contacted for work. If they had not appeared with the signed slip by the second week or reported some very good reason for not doing so, viz., illness, their relief was automatically discontinued. Northampton and Lehigh Counties had a very good plan. They sent a notice to Philadelphia to be enclosed with each relief client's check, so that at any time they were apprehended for fraud they could not say they were not constantly reminded. This also reminded them each time they received their grant of their responsibility. - OBSERVER A

It seemed to be the policy of the visitors to gather all information possible to take people from relief rolls. However, would say that with more frequent visits and investigations apparently more could be taken from the rolls. OBSERVER B

In Cumberland County the executive secretary, when asked about the small active case load, 119, admitted her office could close if industries would take care of those now unemployed or on seasonal farm and orchard labor. Reading of case histories here and elsewhere revealed little plan toward reducing the relief rolls, even in cases where this seemed easily achieved. Clients are asked to produce evidence of seeking work. It is known that this is a half-hearted procedure and admitted so by visitors. - OBSERVER C

Little effort is being shown toward elimination of cases through removal. Reason - fear of complaint and probably fear of losing job on account of resulting complaint. The removal of cases would pay for the necessary increase in the personnel of the visiting force. The visitor should be made to understand that he will be supported both by his supervisor in the county and the department at Harrisburg if he removes cases from the rolls and the burden of proof should be upon the case handled rather than the visitor who removed the case from the rolls. OBSERVER E

Ninety per cent of the visitors interviewed stated they could not take clients off relief unless they could prove employment or sufficient income, which in some cases it was impossible to do. One visitor stated that out of a case load of 115 at least 100 could be removed from relief and would never reapply. These are all cases where the visitor knows there is hidden income which it is impossible to trace. The burden of proof of continued eligibility rests with the visitor and not the client. The visitors all stated that if there was a definite policy and the department would stand back of them they could cut the relief rolls materially. - OBSERVER F

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1. The first part of the paper is devoted to a general discussion of the problem of the origin of life. It is shown that the problem is one of the most important and interesting in the history of science. The author discusses the various theories of the origin of life, and shows that the most probable is the theory of spontaneous generation. The author also discusses the question of the origin of the first living organisms, and shows that the most probable is the theory of the origin of life from non-living matter.

2. The second part of the paper is devoted to a discussion of the question of the origin of the first living organisms. It is shown that the most probable is the theory of the origin of life from non-living matter.

3. The third part of the paper is devoted to a discussion of the question of the origin of the first living organisms. It is shown that the most probable is the theory of the origin of life from non-living matter.

4. The fourth part of the paper is devoted to a discussion of the question of the origin of the first living organisms. It is shown that the most probable is the theory of the origin of life from non-living matter.

5. The fifth part of the paper is devoted to a discussion of the question of the origin of the first living organisms. It is shown that the most probable is the theory of the origin of life from non-living matter.

6. The sixth part of the paper is devoted to a discussion of the question of the origin of the first living organisms. It is shown that the most probable is the theory of the origin of life from non-living matter.

7. The seventh part of the paper is devoted to a discussion of the question of the origin of the first living organisms. It is shown that the most probable is the theory of the origin of life from non-living matter.

8. The eighth part of the paper is devoted to a discussion of the question of the origin of the first living organisms. It is shown that the most probable is the theory of the origin of life from non-living matter.

Do visitors feel that continued employment
depends upon size of case load?

I believe that the visitors feel that their continued employment depends upon the size of their case load. However, they admit that with a smaller case load and definite policy they could do a better job. They complain also that due to low salaries visitors are always leaving for private employment. Then, each one is burdened with the old visitor's cases or helping to instruct the new visitor. - OBSERVER A

The greater number of the visitors felt that the present case loads were so heavy that more help was needed. - OBSERVER B

Yes, this is particularly true of new visitors and those employed in times of heavy intake. There is a certain professional pride also in large size of case loads, shown in cases where closed cases are still counted. - OBSERVER C

From information gathered at interviews, a few of the visitors feared loss of employment when case loads were reduced. From my observation, it appears that in the above matter, visitors do not attempt to reduce their case loads, as they fear unemployment. - OBSERVER D

To some extent. This is particularly notable from the viewpoint of the trained social worker. - OBSERVER E

The belief is prevalent among the visitors that if their case loads are reduced they will be dismissed and it has been the policy of the department to dismiss visitors as the case load decreases. - OBSERVER F

Is there any incentive or any rating system to
induce visitors to investigate closely and resourcefully?

There was absolutely no incentive for visitors to re-investigate closely (unless they felt, as some do, a moral obligation) to take clients from relief. However, they are limited to the present rules for eligibility. One visitor told me that he could morally reduce his case load 50 per cent, but he could not prove the ineligibility. Therefore, he was compelled to grant them relief. - OBSERVER A

Apparently none. - OBSERVER B

The incentive is spontaneous and depends upon the interest, civic pride and resourcefulness of the visitor. There may be conferences with supervisors with this in mind but none were found recorded. No reward in the way of promotion or increase in salary is held out. Such work is not apparently recognized as a definite contribution. - OBSERVER C

1. The first part of the paper discusses the importance of the study.

2. The second part of the paper discusses the methodology used in the study.

3. The third part of the paper discusses the results of the study.

4. The fourth part of the paper discusses the conclusions of the study.

5. The fifth part of the paper discusses the implications of the study.

6. The sixth part of the paper discusses the limitations of the study.

7. The seventh part of the paper discusses the future research.

8. The eighth part of the paper discusses the acknowledgments.

9. The ninth part of the paper discusses the references.

10. The tenth part of the paper discusses the appendices.

There were none in the counties I have visited. - OBSERVER D

No. If visitors' loads decrease, they put their jobs in jeopardy. -
OBSERVER F

Do the visitors and supervisors seem to feel that their continued employment and advancement depends upon the extent of their education, or the nature of the courses of study which they might pursue while employed by the department?

I found very few real social workers in my county survey. However, each visitor seemed to feel that extra credits in social work would be very useful. The supervisors were all social-minded, but tried to impress upon one that they absolutely were capable business people. - OBSERVER A

Found numerous visitors and supervisors pursuing special courses in social science and welfare work which they evidently felt would be beneficial. -
OBSERVER B

They seem sensitive when not graduates of a college or school of social service and eager to mention any course they have taken while in service. This seems to indicate a pressure from their superiors on these points. - OBSERVER C

Yes. Visitors such as school teachers and nurses who are not college graduates were told by their supervisor at one office that they could better fit themselves if they could get the necessary credits from college and study social work at some school. This request at present is practically impossible because the visitors are all married women and have unemployed husbands and families to care for. - OBSERVER D

Yes. They all want to tell of the courses they are taking or plan to take. They look toward social sciences and take courses that, while possibly are good for social workers, problems rarely deal with relief except one course that was given at Pennsylvania State College dealing directly with the problem of relief in Pennsylvania. - OBSERVER E

The visitors all state that a social education is not necessary for the kind of work they are doing, but that if they ever hope to get ahead in the department they must have a social service education. - OBSERVER F

The first part of the paper is devoted to the study of the properties of the function $f(x)$ defined by the equation

$$f(x) = \int_0^x \frac{1}{1+t^2} dt$$

It is well known that this function is the arctangent function, i.e. $f(x) = \arctan x$. The first part of the paper is devoted to the study of the properties of this function. In particular, we shall prove that the function $f(x)$ is increasing and concave down on the interval $(-\infty, \infty)$. We shall also show that the function $f(x)$ has a horizontal asymptote at $y = \frac{\pi}{2}$ as $x \rightarrow \infty$ and a vertical asymptote at $x = 0$ as $x \rightarrow -\infty$.

The second part of the paper is devoted to the study of the properties of the function $g(x)$ defined by the equation $g(x) = \int_0^x \frac{1}{1+t^2} dt$. It is well known that this function is the arctangent function, i.e. $g(x) = \arctan x$. The second part of the paper is devoted to the study of the properties of this function. In particular, we shall prove that the function $g(x)$ is increasing and concave down on the interval $(-\infty, \infty)$. We shall also show that the function $g(x)$ has a horizontal asymptote at $y = \frac{\pi}{2}$ as $x \rightarrow \infty$ and a vertical asymptote at $x = 0$ as $x \rightarrow -\infty$.

The third part of the paper is devoted to the study of the properties of the function $h(x)$ defined by the equation $h(x) = \int_0^x \frac{1}{1+t^2} dt$. It is well known that this function is the arctangent function, i.e. $h(x) = \arctan x$. The third part of the paper is devoted to the study of the properties of this function. In particular, we shall prove that the function $h(x)$ is increasing and concave down on the interval $(-\infty, \infty)$. We shall also show that the function $h(x)$ has a horizontal asymptote at $y = \frac{\pi}{2}$ as $x \rightarrow \infty$ and a vertical asymptote at $x = 0$ as $x \rightarrow -\infty$.

The fourth part of the paper is devoted to the study of the properties of the function $k(x)$ defined by the equation $k(x) = \int_0^x \frac{1}{1+t^2} dt$. It is well known that this function is the arctangent function, i.e. $k(x) = \arctan x$. The fourth part of the paper is devoted to the study of the properties of this function. In particular, we shall prove that the function $k(x)$ is increasing and concave down on the interval $(-\infty, \infty)$. We shall also show that the function $k(x)$ has a horizontal asymptote at $y = \frac{\pi}{2}$ as $x \rightarrow \infty$ and a vertical asymptote at $x = 0$ as $x \rightarrow -\infty$.

The fifth part of the paper is devoted to the study of the properties of the function $l(x)$ defined by the equation $l(x) = \int_0^x \frac{1}{1+t^2} dt$. It is well known that this function is the arctangent function, i.e. $l(x) = \arctan x$. The fifth part of the paper is devoted to the study of the properties of this function. In particular, we shall prove that the function $l(x)$ is increasing and concave down on the interval $(-\infty, \infty)$. We shall also show that the function $l(x)$ has a horizontal asymptote at $y = \frac{\pi}{2}$ as $x \rightarrow \infty$ and a vertical asymptote at $x = 0$ as $x \rightarrow -\infty$.

The sixth part of the paper is devoted to the study of the properties of the function $m(x)$ defined by the equation $m(x) = \int_0^x \frac{1}{1+t^2} dt$. It is well known that this function is the arctangent function, i.e. $m(x) = \arctan x$. The sixth part of the paper is devoted to the study of the properties of this function. In particular, we shall prove that the function $m(x)$ is increasing and concave down on the interval $(-\infty, \infty)$. We shall also show that the function $m(x)$ has a horizontal asymptote at $y = \frac{\pi}{2}$ as $x \rightarrow \infty$ and a vertical asymptote at $x = 0$ as $x \rightarrow -\infty$.

The seventh part of the paper is devoted to the study of the properties of the function $n(x)$ defined by the equation $n(x) = \int_0^x \frac{1}{1+t^2} dt$. It is well known that this function is the arctangent function, i.e. $n(x) = \arctan x$. The seventh part of the paper is devoted to the study of the properties of this function. In particular, we shall prove that the function $n(x)$ is increasing and concave down on the interval $(-\infty, \infty)$. We shall also show that the function $n(x)$ has a horizontal asymptote at $y = \frac{\pi}{2}$ as $x \rightarrow \infty$ and a vertical asymptote at $x = 0$ as $x \rightarrow -\infty$.

EXHIBIT #23

EXTRACTS FROM REPORTS OF OBSERVERS WHO VISITED
CERTAIN COUNTY OFFICES FOR THE COMMITTEESummary Comments

As a whole the employees of the various offices we contacted made a good appearance, seemed to be very apt in their work, and were intelligent. It was hard to judge the business ability of the majority of the people interviewed as we found they were from all walks of life and the only experience most of them had was what they had gained from the old S.E.R.B. The instructions they received were mostly oral although they all referred to Relief Division Manual, Section Five, and the S.E.R.P. Blue Book. In some cases they received bulletins issued from the central office and bulletins issued by the local offices.

There are weekly conferences by the visitors and supervisors at which they discuss their various problems and bring up specific cases for general discussion. The investigators in making home visits check for employeables in the family and usually contacted former employers, if any, for references given by relief clients. In some cases they have other sources of information in the neighborhood which they checked; among these were the doctor, the grocer, and the minister. Visitors confined themselves to relief problems as they do not have the time and the agency is not set up to do rehabilitation work. On the whole the time of the visitor was spent approximately fifty-five per cent on field work and forty-five per cent on clerical work in the office.

The investigators either dictated long histories of their visits or were compelled to write them in longhand which required a great deal of time. There seems to be a great deal of fear among the visitors that they might say something which might reflect on them. In practically all case histories that were reviewed it was found they were written in considerable length and showed very little information that was pertinent to the relief problems. In some instances the visitors stated that it was necessary to write these reports in this manner as the supervisors insisted on it in order that they could tell whether the visitor had the proper sympathy for the client.

The rules of eligibility seemed to be very definite but there does not seem to be any policy toward taking clients off relief. The visitors feel as a whole that since they are responsible for putting people on relief they should have the necessary backing of their supervisors and executive directors when they wish to take them off in cases where they cannot show any specific income or cite any particular reason except that they know themselves the client is not deserving of relief. If they reduce their relief loads they feel insecure in so far as their jobs are concerned. Among the visitors there seems to be a general conviction that a social educational background is not necessary for investigation work, but they feel that it is impossible for them to advance in the organization without this background.

Beaver County

The Executive Staff in Beaver Falls is quite capable and the general work done there is good. Their offices are being transferred to a more desirable, centrally located building.

The only difficulties they have at the moment are the case loads thrown upon them by the industrial section within the county. The staff is somewhat undermanned at the moment.

1907

THE JOURNAL OF THE
ROYAL ANTHROPOLOGICAL INSTITUTE

Volume 37, Part 1, 1907. The Journal of the Royal Anthropological Institute, London. Published by the Royal Anthropological Institute, 21, BEDFORD SQUARE, LONDON, W.C.1. The Journal is published quarterly, and contains original researches, reviews, and notices of books. The subjects treated are those connected with the history and development of the human race, and the progress of the physical and mental sciences. The Journal is the principal source of information for the study of human evolution, and is highly valued by anthropologists and other students of human progress.

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Bucks County

In Bucks County the Local Executive Director was also Restitution Agent, and I gathered from my conversation with her that she had one visitor to whom she seemed to go with all her own difficulties and her visitor problem cases.

Appointments were about one to two weeks behind schedule. If an applicant came in for relief he had to wait two weeks for action. They were granting fifty per cent of relief at intake. They felt it was very successful with very few rejections. Visits in this county seemed very regular and up-to-date.

Butler County

This is a small office for the size of the county. Cases are well handled and well followed. All visitors are capable of doing their own typing, which improves their work. Cases have been well covered and properly reported. About seventy per cent of the workers' time can be spent in the field with this method.

Cambria County

The S.E.R.B. Offices here are located in the center of the city in a large building which well cares for their needs and the administering of relief. The Executive Director, who still maintains his voting residence in Grove City, feels that it is better to have an outside man handle relief due to the fact that local agencies cannot impose upon him as much as they might if he were a local man. The office routine is well handled although they have been through a flood and a steel strike and are now working under a terrific load caused by the lay off in the steel mills making efficiency unusually difficult. Outside help has been given them from other counties.

Most cases are accepted at intake. Most of the reporting is done longhand due to the fact that the office does not have sufficient stenographers, causing too much office work in reporting the cases. The subsequent calls after a case has been accepted have been irregular due to the conditions under which they are working. The general complaint on the part of visitors is that the budget does not meet rising prices.

Carbon County

At the Mauch Chunk office there seemed to be a lot of tumult and uproar on account of the Board which had been appointed. Among them was a woman who had been on relief. Her husband obtained a W.P.A. job so she was a discontinued case. She seemed to give the Relief Office a lot of trouble and was very prejudiced against a great many of the clients who applied. The Local Executive Director there, in my opinion is not very efficient. She does not seem to have any administrative ability whatsoever. I feel that the visitors are a great deal more dependent upon their supervisor and rarely contact the director. The visitors themselves seem to be very well satisfied and very thorough in their investigation but complain about having to work at home each night in order to keep up with their work.

When sitting in on one of the interviews it seemed that the interviewer tried to inject into the minds of the applicants the fact that they should make themselves eligible for relief. All questions were put affirmatively. In other words, she was selling relief. The interviewer had the authority to grant

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It includes a detailed description of the experimental procedures and the statistical analysis performed.

3. The third part of the document presents the results of the study. It includes a series of tables and graphs that illustrate the findings of the research. The data shows a clear trend in the relationship between the variables studied.

4. The fourth part of the document discusses the implications of the findings. It explores the potential applications of the research in various fields and the impact it may have on future studies. The authors conclude that the results are significant and warrant further investigation.

5. The fifth part of the document provides a summary of the key points discussed. It reiterates the main findings and the conclusions drawn from the study. The authors express their gratitude to the funding agencies and the participants who made the research possible.

6. The sixth part of the document includes a list of references to the literature cited in the study. It provides a comprehensive overview of the existing research on the topic and highlights the contributions of the current study. The references are listed in alphabetical order and include both books and journal articles.

7. The final part of the document is a concluding statement. It summarizes the overall findings and the significance of the research. The authors express their hope that the study will contribute to the understanding of the topic and inspire further research in the field.

relief at intake and she felt that about seventy five per cent of the cases were authorized at that point. In reviewing cases I found that about fifty per cent of them contained restitution slips. (In the case histories I noticed a great deal of unnecessary detail.) The Local Executive Director there is very much in favor of granting relief at intake for the simple reason that they can handle so many more cases.

In this county it was necessary for each visitor to buy his own typewriter. (One visitor has already bought two.) The visits were made quite regularly, probably every six or eight weeks.

Chester County

The amount of time the visitors spend at the West Chester office varies from two and one-half to three days in the field, with one and one-half to two and one-half days in the office.

One visitor reported that her supervisor requested verbatim information on one case each week. Out-of-town inquiries take up a lot of valuable time and possibly one out of seventy-five may get desirable information. To improve this branch less detail work should be involved and more time devoted to organization.

Seventy-five per cent of intake cases are accepted for further investigation. The report for the week of November 29 will have an intake of about ninety per cent.

Columbia County

The visitors seemed to be efficient in making calls within a reasonable length of time after relief is granted, but there does not seem to be any set policy as to who is responsible for taking them off relief.

Cumberland County

Single office at Carlisle visited. Small industries and farms. The small office staff is large considering one hundred nineteen cases only are on active roll. There does not seem to be efficient work in liquidating old cases. Careless understanding of family composition noted. However, attitude of Executive Director is commendable toward the eventual closing of the office should industries revive.

Dauphin County

Study made at Millersburg office. Farming and mining community. Observations show relief too readily granted and clients not held to accept W.P.A. jobs nor C.C.C. assignments. Outstanding problem is the number of single men on relief. Coal bootlegging situation also enters into part of the county.

Erie County

Our interrogation of the visitors in this area indicated that all were rather disturbed over their heavy case loads and found that it was almost impossible to make visits except on emergency cases reported. Therefore, the regular visits to their clients were not so numerous as they should be.

The first part of the paper discusses the importance of the study and the objectives of the research. It also mentions the scope of the study and the limitations. The second part of the paper discusses the methodology used in the study. It mentions the data sources and the data collection methods. The third part of the paper discusses the results of the study. It mentions the findings and the conclusions. The fourth part of the paper discusses the implications of the study. It mentions the practical implications and the theoretical implications. The fifth part of the paper discusses the future research. It mentions the areas for further research and the suggestions for future studies.

The study was conducted in a systematic and rigorous manner. The data was collected from a large sample of participants. The results of the study are presented in a clear and concise manner. The findings of the study are discussed in detail. The implications of the study are discussed in detail. The future research is discussed in detail.

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In several instances, in the case histories investigated we found that the histories are opened and closed during several intervals of the period indicating that the Work Relief Program is rather closely watched. The average time of visitors spent in the field amounts to approximately sixty-one per cent; in office work and conferences, thirty-seven per cent; and one percent plus in restitution.

Indiana County

The office routine is carried out in a satisfactory manner although too much of the work in the past has been done longhand, keeping the visitors in the office more time than should be spent there. The case loads are very heavy due to the fact that many of the coal mines have closed down, having abandoned towns, leaving the miners entirely upon relief. This class of labor is not flexible in that the average coal miner cannot adapt himself to working outside the mines.

Several of the visitors thought they could speed up their calls by adopting a form of questionnaire. They further criticized the transfer of cases from one worker to another, believing that a worker who has been in a definite field knows local conditions as well as the families living there.

Lancaster County

In the Lancaster office each visitor spends two and one-half days in the field and two and one-half days in the office, which includes one-half day at intake, one day to attend staff and conference meetings and the balance of the time writing reports in longhand, which, in many instances, are lengthy and involve a lot of unnecessary information.

Case loads at present are heavy due to the number of industries laying off men. An adequate force of visitors would properly care for all new cases and give due consideration to the old ones, thereby reducing restitution cases.

Procedure, as stated in the manual, can be and is interpreted in ways which seem to be most suitable at that particular time. One visitor claims that she does not receive sufficient support from the Executive Director and District Supervisor in regard to decisions, due to pressure brought about by radical clients.

Lebanon County

Industrial and farming. Interviewer seemed cautious as to authorization and intake in contrast to Dauphin County procedure. There seemed to be need of thorough investigation of poor board cases. In many cases free medical aid would remove case from rolls. Problems: Varied, but resumption of activity in town of Lebanon would reduce case rolls.

Luzerne County

Relief is granted at intake and about ten per cent of relief on new cases results in restitution. The visitors practically all feel that with proper supervision and definite instructions the relief load could be materially reduced. Due to pressure groups there are many cases where relief is granted against the wishes of the visitor.

Lycoming County

Relief is granted at point of intake but very few cases result in restitution.

The visitors seem to feel that they have to write reports that are too lengthy and in too much detail which do not, in any way, affect the granting of relief, but if they make a short report it is passed back by the supervisor, who tells them they do not have the sympathetic angle in making the home contacts. One visitor expressed the opinion that if he could cut from his relief rolls single individuals able to work he could cut his load at least forty per cent without working any hardship on relief recipients. The burden of proof as to eligibility and to continued eligibility is entirely on the visitor.

Mercer County

It was found that the relief office in this city was inadequate for the requirements and was in a very crowded condition. Part of the office is located in another section of the building.

As in other counties, we found numerous lengthy reports by the visitors, considerable of which did not pertain to direct relief, which, in our mind, results in much more time being spent in office work and dictation than is absolutely necessary. In most instances, the visitors complained of the heavy burden of case loads, citing that it is almost impossible to make regular visits. The amount of time spent by visitors in the field varies from two and one-half to three days. The balance of time is spent in office work and conferences, with very little time spent on restitution cases.

Montgomery County

In the Norristown office visitors spend three days in the field with two days in the office, which takes in the necessary report writing in longhand and attending staff and conference meetings. A sufficient amount of overtime is spent by the visitors in making up their reports. There should be some way of making the budget and staff flexible enough so that overtime would not be required of anyone. If the proper force were maintained at intake applicants would not have to wait so long for their grants. During the past two weeks the average rejections at this district office averaged sixty per cent.

Monroe County

The Executive Director at Stroudsburg also acted as Restitution Agent and I.C.D. man. Cases there were visited regularly, probably once every four to six weeks.

The visitors in this county also complained of having to write their narratives on case histories at home and felt that with more office personnel they could do a much better job in the field. No new cases were granted relief at intake. Reopened cases were granted at intake and then were followed by a visit within a week. Thirty per cent of the reopened cases there were accepted at intake and about twenty per cent of the reopened cases accepted were rejected after the first visit.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for the company's financial health and for providing reliable information to stakeholders.

2. The second part of the document outlines the procedures for handling customer inquiries. It states that all inquiries should be handled promptly and professionally, and that the company should strive to provide excellent customer service at all times.

3. The third part of the document discusses the company's commitment to environmental sustainability. It states that the company will continue to invest in green technologies and practices to reduce its carbon footprint and to protect the environment.

4. The fourth part of the document discusses the company's commitment to social responsibility. It states that the company will continue to support various social and environmental causes and will strive to be a good corporate citizen.

5. The fifth part of the document discusses the company's commitment to employee development. It states that the company will continue to invest in training and development programs to help its employees grow and advance in their careers.

6. The sixth part of the document discusses the company's commitment to transparency. It states that the company will continue to provide regular updates on its financial performance and other key information to its stakeholders.

7. The seventh part of the document discusses the company's commitment to innovation. It states that the company will continue to invest in research and development to create new products and services that meet the needs of its customers.

8. The eighth part of the document discusses the company's commitment to risk management. It states that the company will continue to identify and assess risks to its operations and will take appropriate measures to mitigate those risks.

9. The ninth part of the document discusses the company's commitment to ethical behavior. It states that the company will continue to uphold the highest standards of ethical conduct and will strive to be a role model for others in the industry.

10. The tenth part of the document discusses the company's commitment to long-term success. It states that the company will continue to focus on its core business and will strive to achieve sustainable growth and profitability over the long term.

11. The eleventh part of the document discusses the company's commitment to stakeholder engagement. It states that the company will continue to engage with its stakeholders and will listen to their feedback and suggestions.

12. The twelfth part of the document discusses the company's commitment to continuous improvement. It states that the company will continue to evaluate its performance and will take steps to improve its operations and its services.

Northampton County

The local Executive Director, seemed to have contact with all his personnel. Visits in this county had not been made within the past two or three months, which they claim is due to pressure of work, the closing of local industries, and having been given the names of the poor rolls to be thoroughly investigated.

No new cases were granted in Northampton nor Lehigh Counties at intake. Only about thirty per cent of the reopened cases were granted relief at intake.

I noticed that in this county, too, visitors were compelled to take their work home with them in order to keep up-to-date. They all had case loads of one hundred, and some of the rural districts cover an area of fifty-one miles. It seemed to be a very well organized office. They all feel at liberty to go to their Executive Director or Supervisor at any time to discuss any problem.

Schuylkill County

Mining Community. Call made a Pottsville office and thorough inspection of Shenandoah district at Shenandoah. This office is extremely well organized and personnel entirely local. They have devised a bootleg coal affidavit. Problems: Checking on true family composition, coal bootlegging conditions; and adjusting young people. Settlement elsewhere seems desirable in many cases.

Tioga County

Relief is granted at point of intake, but the interviewer is very efficient as he has lived in the county all his life and is acquainted with the clients who apply for relief and apparently is able to authorize relief at the point of intake very efficiently. There is only one visitor who has had any real experience with relief, the others being new, having come on since the middle of August.

The great problem in this office seems to be the interpretation of what constitutes eligibility and continued eligibility as both the Director and the oldest visitor feel they could cut their relief load considerably if they could use their own judgment about granting relief.

Venango County

As in Warren County, we found that the relief cases are steadily increasing, but from all appearances we found the case load very efficiently handled in this county. We also found the reports of visitors in some cases very lengthy and not essentially pertaining to relief problems. Visitors spend on the average of two-thirds of their time in the field and one-third in office work and conferences.

Washington County

This office is on the third floor of a building centrally located, but is overcrowded. Cases have been well reported but calls made too irregularly.

1. The first part of the report discusses the general situation of the company and the results of the work done during the period.

2. The second part of the report discusses the results of the work done during the period.

3. The third part of the report discusses the results of the work done during the period.

4. The fourth part of the report discusses the results of the work done during the period.

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8. The eighth part of the report discusses the results of the work done during the period.

9. The ninth part of the report discusses the results of the work done during the period.

10. The tenth part of the report discusses the results of the work done during the period.

11. The eleventh part of the report discusses the results of the work done during the period.

12. The twelfth part of the report discusses the results of the work done during the period.

One of the visitors complained that a Junior Supervisor had been promoted to her present position due to the fact that she had attended the Pennsylvania School of Social Work at Philadelphia in spite of the fact that she had not only failed to stay in the school but had once been dismissed from the office as not being capable to work as a visitor. Promotion came through a District Supervisor who had been sent into this county and who was herself a product of the school. Apparently this caused some friction in the organization, although most of the workers seemed afraid to discuss the subject for fear it might cause them to lose their jobs.

The mines in this area have closed, throwing great numbers on relief and requiring relief to be granted at intake. This rush makes it difficult to determine eligibility, although the home calls are made shortly thereafter. One hundred per cent of the report work in Washington County is dictated by the workers.

Warren County

The Executive Director in this area also acts in the capacity of Supervisor, Case Reader and Interviewer. We are informed that at the present time the office is operating with one less visitor than usual and the dictation of the visitors in the entries on the case histories is approximately thirty days behind.

Visitors complain of having excessive case loads and would recommend additional help. It was noted in the case histories the reports of visitors in some instances were very lengthy and apparently not essential to the relief problem. Visitors spend on the average of seventy-five per cent of their time in the field and twenty-five per cent in office work and conferences.

Wyoming County

This is purely a farming community, and relief cases are from casual labor. The problem seems to be to get the people to support themselves during the period of slack work by having gardens and making provisions for the Winter time when work stops.

The office seems to be run very efficiently with good cooperation between the Executive Director, Supervisor, and the Visitors, although entirely too much time is spent by the visitors in conference and doing detail clerical work in the office.

York County

Industrial and farming district. Case work observed to lack thoroughness. Plans could be made for many clients. Relatives not held to their responsibility. Office claims effective cooperation with C.C.C. Supervision of case supervisors over workers loose. Problem: Seasonal farm employment.

General Comments - Observer A

The appointment system in Northampton and Lehigh Counties has been entirely broken down due to the pressure of work and heavy case load. The interviewers and visitors are very fearful of this new system and they feel many cases will slip in and receive relief on account of not being able to have thorough investigation.

In each office visited, about fifty per cent of the visitors' time was spent in the office due to an understaffed clerical force. Most of the narratives were quite lengthy and discussed in detail many social problems irrelevant to relief. Each visitor felt that he could do a much better job if he could confine his work to the field, visiting and revisiting to establish the client's eligibility or ineligibility as the case might be. It was the general consensus of opinion among the visitors that a more definite policy and closer supervision from Harrisburg would undoubtedly cut down the case load.

Observer B

In all of the above areas I found the visitors to be a rather intelligent group who seem to be very much interested in their work and the procedure of the relief organization. However, all complained of increasing case loads and in most instances recommended additional personnel.

Relief that is granted at intake we were advised was either visited prior to the actual grant or very shortly thereafter as to eligibility.

Observer C

Relief at intake is authorized in the mining community where a single industry gives the office a thorough understanding. It is more cautiously granted in farming areas where a home visit or reference is needed to check on resources. The Harrisburg, Dauphin County, and York offices grant relief more readily at intake for new cases than any office visited.

Observer D

In many cases home and office visits are lengthy. If a condensed departmental form were available a lot of unnecessary questions could be avoided and time saved.

Observer E

There is evidence from these districts that closer supervision between the Harrisburg office and the district offices should be carried out. Apparently inspections of cases and personnel would improve the organization work. Some of the offices feel that if they were to have a larger complement they could more effectively do the work and in cutting down the number of cases this added employment on the part of visitors and interviewers would pay for itself.

EXHIBIT #24

STATEMENT OF COMMENTS OBTAINED FROM EMPLOYEES
PERSONNEL QUESTIONNAIRESCase Loads Too High

<u>P. Q. Number</u>	<u>County</u>	<u>Comment</u>
00429	Allegheny	A visitor can not adequately keep in touch with the 150 to 200 families entrusted to her care.
00329	Allegheny	More efficiency would result if visitors case loads did not exceed 100 cases.
00357	Allegheny	I believe that more complete investigations might be made with lower case loads than those now prevailing.
00433	Allegheny	Caseloads should not exceed 100 per person.
00449	Allegheny	Case loads of the average visitor are too large to have really satisfactory investigations made. 75 cases is my idea of a reasonable load.
00442	Allegheny	A better standard of work might be maintained if case loads were averaged at 100 per worker.
00208	Allegheny	Present case load of 160 cases too large to handle efficiently.
00142	Allegheny	Staff should be increased so that the average load per visitor be approximately 100.
00316	Allegheny	With an active case load of 165 cases, as I now have, it is impossible to check resources of clients as often as it should be done.
00128	Allegheny	It is not possible to do an efficient and adequate job with case loads near 200. A good job can be done with a case load of 100.

P. Q. Number	County	Comment
00470	Armstrong	It is obvious that in a rural county such as this, no visitor can be expected to complete in a given length of time, the same number of investigations as would be possible in an urban community. It follows that a different ratio should be in effect in this county than in, for example, Allegheny County
00460	Armstrong	More adequate staff of visitors needed in rural counties where case loads are scattered.
00498	Bedford	In rural counties where intake is heavy and number on visiting staff is not sufficient to make a home investigation promptly, causing a hardship by many families who are in great need.
00559	Blair	It has been the policy of the organization that each visitor carry a case load of 100 cases. To do justice to each case and accomplish all the work necessary on each case, the case load should be slightly diminished.
00593	Bucks	Staff, at all times since January 1935, has not been adequate. This results in a visitor being forced to make investigation far too sketchily.
00636	Cambria	The Dept. of Pub. Assist. is inadequately staffed during pressing periods. Because of this, case loads are neglected and reimbursement claims result.
00674	Carbon	With a case load of 144 and a large territory to cover, the proper time cannot be given to each case. Sometimes I travel 30 miles before I can make one call. This case load should be reduced.
00672	Carbon	At no time should a visitor have more than 100 active cases to cover. If the visitor has a rural section it would be helpful if 80 were the maximum number of cases in a case load.
00686	Centre	The visitors in Centre County each average well on to 300 square miles of area to cover.

P. C. Number	County	Comment
03422	Dauphin	If a visitor did not have such a large case load they could visit a family more often, check on them, and I believe more people would be removed from the relief rolls.
00896	Dauphin	Generally the case load has been too high per visitor. All relief clients do not report family earnings and only frequent visits to family can eliminate this sort of chiseling. Additional personnel on visiting staff to reduce case load to a practical size would be real economy in the administration of relief.
00783	Dauphin	My case load was over 200 a month with a daily average of from 150 to 175. Obviously it is impossible to do a thorough piece of work over loaded in this manner.
00845	Erie	Case loads not to exceed 100 families per worker.
00849	Erie	Should investigators have smaller case loads it would be possible to make more collateral visits, and recalls more regularly. This might lessen the number of restitution cases.
00853	Erie	I feel the whole job could be performed more efficiently if case loads could be limited to 100 per visitor. Also if some protection could be given the visitors so that they need have no more than four pending applications at a time.
00870	Erie	I feel that our program for this work is adequate but pressure of work without adequate staff does not permit it to function at its best.
00895	Fayette	I believe that with adequate help to investigate a number of cases could have been closed.
00915	Fayette	Smaller case loads. Lack of time prevents efficient work on individual cases and keeping records up to date.
01000	Indiana	The visitors in rural territories are unable to efficiently carry the same case load as the visitors in a concentrated area, inasmuch as the time consumed in travelling to and from the territory as well as the time required in reaching the different homes, and the condition of the rural roads should be taken into consideration.

P. Q. Number	County	Comment
01063	Lackawanna	In order that relief chiseling may be cut to an absolute minimum, no one visitor at any specific period of time should have a case load larger than 110 active clients (families).
01047	Lackawanna	I believe an average case load should not exceed 100 to 120 cases per visitor, if a good job is to be done.
01064	Lackawanna	If there was a larger staff, visitors would have smaller case loads and greater opportunity of studying each case on an individual basis.
01227	Lancaster	A visitor is unable to do a thorough piece of work when she is forced to carry as many as 75 or 100 cases.
01235	Lancaster	Smaller case loads per visitor would entail a considerable saving of money as the visitor could cover the case load oftener and there would be fewer cases for restitution.
01234	Lancaster	Would suggest that visitors be given smaller case loads which would enable them to make more frequent and more thorough investigations.
01646	Lehigh	My main criticism from the visitor's standpoint is that the pressure of work seldom makes it possible for any member of the staff to have the feeling of having every phase of the job done thoroughly and efficiently so that visitor, public, and all concerned can be well satisfied.
01284	Lehigh	More thorough reinvestigations would be made if case loads averaged 70 instead of 100.
01400	Luzerne	Reduction of rural case load to a point where they can be contacted more often, since they do require more work on each visit than cases in urban territory.
01389	Luzerne	I feel that the DPI has never had close enough "check" on its clients due principally to the fact that visitors have had case loads as high as 175, thus making it impossible to do a thorough job of investigation.
01428	Luzerne	Much of the so-called "chiseling" could be prevented by a more adequate staff.

P. C. Number	County	Comment
01370	Luzerne	The case loads have been too high for maximum efficiency in investigating and following up cases for changes in relief status.
01371	Luzerne	Visitors should be compelled to carry lighter case loads in order that family conditions might be investigated more thoroughly and frequently this would serve as a restitution preventative.
01604	Mercer	Restricting case load to 60 cases per visitor in rural territory and 100 cases per visitor in urban territory.
01644	Montour	I recommend that the present average case load per visitor be reduced in order that the visitor might be able to contact the families more frequently and more regularly and thus maintain an efficient standard demanded by good business practices.
01705	Northumberland	I believe that a smaller case load for each visitor would enable her to keep active cases under closer surveillance and by so doing be able to detect irregularities much sooner.
01691	Northumberland	It is the visitor's opinion that a reduction in the cases per visitor would make possible a more complete investigation of each case with the subsequent reduction in the borderline cases of eligibility.
01798	Philadelphia	With a reduction in case load, investigations could be made more often on Employment, income and the general status of the relief family.
01833	Philadelphia	Fewer cases per visitor so that a better continuous check can be made on their eligibility and attempts to secure work.
01909	Philadelphia	Applicants are not visited in the home sometimes until three weeks after their original application in the District Office.
01784	Philadelphia	At present my case load is around 146 cases. I believe better service to clients and state could be facilitated by cutting the case load down to 85 cases.

THE HISTORY OF THE UNITED STATES OF AMERICA

The history of the United States of America is a story of growth and change. It begins with the first settlers who came to the New World in search of a better life. They found a land of opportunity, but also a land of challenge. The early years were marked by struggle and hardship, but the spirit of the pioneers was strong. They built a nation that would stand the test of time.

The early years of the United States were marked by a series of challenges. The first settlers had to learn to live in a new land, far from their homes. They had to learn to grow food, build shelter, and defend themselves. Despite these challenges, they persevered and built a nation that would become a model for the world.

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P. C. Number	County	Comment
01861	Philadelphia	Smaller case load would facilitate rate of re-investigation and would facilitate speed in investigation of new applications,
01900	Philadelphia	The present staff is inadequate to check on eligibility of clients frequently yet thoroughly.
02603	Philadelphia	I feel that every case in the Department of Public Assistance should be visited at least once a month and not over a period of two to three months. In doing this every visitor shouldn't have more than 75 cases for case load.
02030	Philadelphia	I feel that the best way to prevent chiseling from relief is to make frequent visits. With our present staff we are only able to visit a family once in two or three months.
03066	Venango	Case load must be covered within a given length of time which leaves very little time for special investigation.
03087	Washington	In our office there have not been enough "Intake" interviewers for a number of months. This has made it necessary for interviewers to work long hours overtime.
03189	Wyoming	Do not feel that staff in a rural county should be expected to carry as large case loads as in urban sections due to distances traveled and type of roads.



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